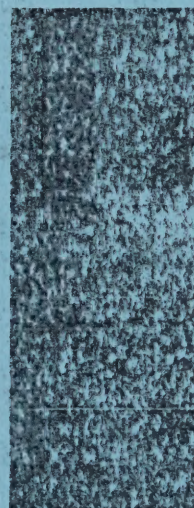
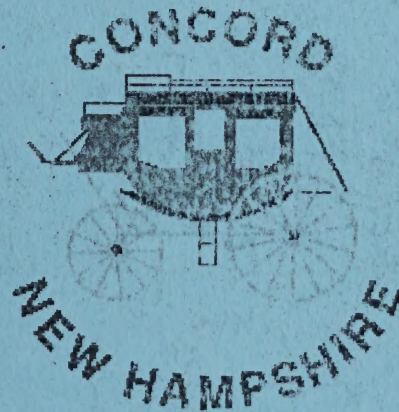


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FY 2019 Annual Report



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FY 2019 Annual Report



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FY 2019 Annual Report





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City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Byron Champlin

Amanda Grady Sexton

Fred Keach

Mark Coen

WARD COUNCILORS

Ward One

Brent Todd

Ward Two

Allan Herschlag

Ward Three

Jennifer Kretovic

Ward Four

Meredith Hatfield

Ward Five

Robert Werner

Ward Six

Linda Kenison

Ward Seven

Keith Nyhan

Ward Eight

Gail Matson

Ward Nine

Candace CW Bouchard

Ward Ten

Zandra Rice Hawkins

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held 12 regular meetings, no recessed meetings and 4 special meetings; passed 29 ordinances, 94 resolutions and adopted a \$65.1 million General Fund, twelve-month budget covering the fiscal year 7/1/2018 to 6/30/2019.

2018-2019 Priorities

1. Balanced Budget Issues: FY 2019 and FY 2020
 - a. Collective Bargaining/Contract Negotiations
 - b. Health Insurance Costs
 - c. Capital Financing Alternatives / Storm Water Utility
 - d. Enterprise Fund Approach
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work and Continued Support of Social Safety Network
4. Public Information, Marketing and Communications
5. Parking Master Plan/Implementation Measures
6. Foster/Enhance Dialogue with Legislative Delegation
7. Enhanced Community Event Opportunities
8. Sustainability Initiatives

Projects

1. White Park Skate House
2. Athletic Fields use
3. Terrill Park
4. Penacook Branch Library
5. Manchester Street
6. Abbott Road/ Sewalls Falls Road roundabout

Ongoing Initiatives

1. Opportunity Corridor Economic Development
 - a. Former NH Employment Security Property
 - b. Elm Grove Properties
 - c. Hotel Concord
 - d. New Concord Theatre
 - e. Former Allied Leather Tannery
 - f. Storrs Street Extension
2. Citywide Multi-Generational Community Center
3. Create and Expand Partnerships
4. Continue Expanded Neighborhood Street Improvement Program

City of Concord Boards and Commissions

*To view members, staff, and the authority of boards and commission visit our website at concordnh.gov.

Airport Advisory Committee
Board of Assessors
Board of Ethics
Board of Health
Board of Revision of Assessment
Building Board of Appeals
Community Development Advisory Committee
Concord Housing Authority
Conservation Commission
Conservation Commission – Trails Subcommittee
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Energy & Environment Advisory Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Finance Committee
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Heritage Commission
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Municipal Property Energy Initiatives Ad-Hoc Committee
NH Rail Transit Authority
North End Opportunity Corridor TIF District Advisory Board
Northern Pass Committee
Parking Ad-Hoc Committee
Penacook Village Tax Increment Finance District Advisory Board
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Rules Committee
Sears Block Tax Increment Advisory Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission
Tax Exemption Policy Committee
Taxicab Licensing Board
Technical Review Committee
TPAC – Cycling & Pedestrian Subcommittee
TPAC – Public Transportation Subcommittee
Traffic Operations Committee
Transportation Policy Advisory Committee (TPAC)
Trustees of Trust Funds
Upper Merrimack River Local Advisory Group
Utility Appeals Board
Zoning Board of Adjustment



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Quick Med Claims	888-505-5166
Animal Problems/Complaints-Domestic	Police Department		603-225-8600
Animals – on ice/endangered	Fire Department		603-225-8669
Architectural Design Review	Planning Division		603-225-8515
Assessing Information	Assessing Department		603-225-8550
Auto Registration	Collections Department		603-225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	603-228-8954 603-225-7033
Birth Certificates	City Clerk's Office		603-225-8500
Block Parties	City Clerk's Office		603-225-8500
Budget	Finance – OMB		603-225-8582
Building Permits	Code Administration		603-225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	603-225-8664 603-228-2702 603-225-8659 603-225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	603-225-1989

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Business Development	Economic Development Office		603-225-8595
Business Licenses	Code Administration		603-225-8580
Cemetery Information	Parks & Recreation Department – Blossom Hill Cemetery		603-225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	603-226-8872
Children's Library Services	Concord Public Library		603-230-3690
City Auditorium Rental Information	Parks & Recreation Department		603-225-8690
City Clerk	City Clerk's Office		603-225-8500
City Council Meetings	City Clerk's Office		603-225-8500
City Engineer	Engineering Division		603-225-8520
City Manager	City Manager's Office		603-225-8570
City Solicitor	City Solicitor's Office		603-225-8505
City Treasurer	Collections Division		603-225-8540
Code Administration	Code Administration		603-225-8580
Community Centers	Parks & Recreation Department		603-225-8690
Community Development	Community Development Department		603-225-8595
Community Gardens on Clinton Street		NH Division of Forests and Lands	603-271-3456

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concession Stand Licensing	Code Administration		603-225-8580
Concord Public Library	Concord Public Library		603-225-8670
Concord School District		Superintendent's Office	603-225-0811
Conservation Commission	Planning Division		603-225-8515
Construction Permits	Code Administration		603-225-8580
Court Payments and Fines		Concord District Court	603-271-6400
Crime Prevention	Police Department		603-225-8600
Current Land Use	Assessing Department		603-225-8550
Cutting Timber	Assessing Department		603-225-8550
Data Processing	IT Department		603-225-8597
Dead Animals in Public Right of Way	General Services Department		603-228-2737
Death Certificates	City Clerk's Office		603-225-8500
Demolition Permits	Code Administration		603-225-8580
Driveway Permits, New	Code Administration		603-225-8580
Driveway Permits, alterations to existing	Engineering Division		603-225-8520
Dog Licenses	City Clerk's Office		603-225-8500
Economic Development	Economic Development Office		603-225-8595
East Concord Community Center	Parks & Recreation Department		603-225-8690
Elderly Exemptions	Assessing Department		603-225-8550

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Elections Information	City Clerk's Office		603-225-8500
Employment with the City	Human Resources Department		603-225-8535
Everett Arena	General Services Department		603-228-2784
Excavation of Gravel/Sand	Assessing Department		603-225-8550
Finance Department	Finance Department		603-225-8581
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		603-225-8650
Fire Hydrant Problems	General Services – Water Division		603-228-2737
Fire Prevention	Fire Department		603-225-8651
Food Service Licensing and Inspection	Code Administration		603-225-8580
Friends of Concord Public Library	Concord Public Library		603-230-3682
Friends of Penacook Branch Library	Penacook Branch Library		603-753-4441
Garbage Collection	General Services Department		603-228-2737
General Licensing	Code Administration		603-225-8580
General Services Department	General Services Department		603-228-2737
Green Street Community Center	Parks & Recreation Department		603-225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	Parks & Recreation Department		603-225-8690
Hazardous Substances	Fire Department		603-225-8514
Hazardous Materials Disposal	Fire Department		603-225-8514
Heights Community Center	Parks & Recreation Department		603-225-8690
Heritage Commission	Planning Division		603-225-8515
House Address Numbers	Engineering Division		603-225-8520
Housing Code	Code Administration		603-225-8580
Housing Inspection Program	Code Administration		603-225-8580
Human Resources Department	Human Resources Department		603-225-8535
Human Services	Human Services Department		603-225-8575
Ice Arena	General Services Department		603-228-2784
Insurance Claims	Finance Department		603-230-3909
Job Openings	Human Resources Department		603-225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		603-225-8600
Landfill/ Transfer Station	General Services Department	Casella	603-224-0890
Landlord/Tenant Problems	Code Administration		603-225-8580
Legal Department	City Solicitor's Office		603-225-8505
Library Administration	Concord Public Library		603-230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		603-225-8590
Life Safety Code	Fire Department		603-225-8650
Marriage Certificates/ Licenses, Ceremonies	City Clerk's Office		603-225-8500
Memorial Field – Scheduling	Parks & Recreation Department		603-225-8690
Memorial Field – Maintenance	Parks & Recreation Department		603-225-8690
Merrimack Valley School District		Superintendent's Office	603-753-6561
Missing Juveniles	Police Department		603-225-8600
Motor Vehicle Registration	Collections Division		603-225-8540
Motor Vehicle Titles	Collections Division		603-225-8540
Motor Vehicle Violations	Police Department		603-225-8600
Noise Complaints (day)	Code Administration		603-225-8580
Noise Complaints (night)	Police Department		603-225-8600
Oil Recycling	General Services Department	Casella	603-224-0890
Parking	Police Department		603-225-8600
Parks & Recreation	Parks & Recreation Department		603-225-8690
Patching of City Streets and Sidewalks	General Services Department		603-228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		603-225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		603-753-4441
Planning Board	Planning Division		603-225-8515
Playground Maintenance	Parks & Recreation Department		603-225-8690
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		603-225-8600
Potholes	General Services Department		603-228-2737
Property Assessment	Assessing Department		603-225-8550
Property Tax Exemptions	Assessing Department		603-225-8550
Prosecutor's Office	Legal Department		603-230-4990
Public Health	Code Administration		603-225-8580
Public Properties	General Services Department		603-225-8691
Public Works (General Services)	General Services Department		603-228-2737
Purchasing Department	Purchasing Department		603-225-8530
Raffle Licensing	Code Administration		603-225-8580
Real Estate Tax Bill	Collections Division		603-225-8540
Recreation	Parks & Recreation Department		603-225-8690
Rental Housing Inspections	Code Administration		603-225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		603-225-8580
Road Conditions	General Services Department		603-228-2737
Rooming House Inspection and Licensing	Code Administration		603-225-8580
RV Waste Disposal	General Services Department – Wastewater Division		603-225-8691
Sand/Salt Operations	General Services Department		603-228-2737
School Board		Concord Merrimack Valley	603-225-0811 603-753-6561
Septage Waste Disposal	General Services Department		603-225-8691
Septic Systems	Code Administration		603-225-8580
Sewer Emergencies	General Services Department		603-228-2737
Sidewalks	General Services Department		603-228-2737
Signs/Sign Code	Code Administration		603-225-8580
Signs, Street of Traffic	General Services Department		603-228-2737
Site Plan Regulations, Applications and Conditional Use Permits	Planning Division		603-225-8515
Snow Removal	General Services Department		603-228-2737
Solid Waste Recycling	General Services Department		603-228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		603-225-8580
Steam Condensate Bills	General Services Department		603-225-8693
Stop Sign Request	Engineering Division		603-225-8520
Street Cleaning	General Services Department		603-228-2737
Street Excavation Permits	Engineering Division		603-225-8520
Street Fair Licensing	Code Administration		603-225-8580
Street Light Repair		Unitil	603-224-2311
Street Location	Police Department		603-225-8600
Street Maintenance	General Services Department		603-228-2737
Street Sweeping	General Services Department		603-228-2737
Street Trees	Planning Division		603-225-8515
Subdivision Regulations Applications	Planning Division		603-225-8515
Swimming Pools/ Public Pools	Parks & Recreation Department		603-225-8690
Swimming Pool Inspections/Permits	Code Administration		603-225-8580
Tax Bills	Tax Collection Office		603-225-8540
Tax Maps	Assessing Department		603-225-8550
Tax Collection Office	Collections Division		603-225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		603-225-8580
Tennis Courts/ Lessons	Parks & Recreation Department		603-225-8690
Tennis Courts/Maintenance	Parks & Recreation Department		603-225-8690
Tire Recycling	Concord Transfer Station - Landfill	Casella	603-224-0890
Titles, Vehicles	Tax Collection Office		603-225-8540
Traffic Lights	Fire Department		603-225-8669
Traffic Signs	General Services Department		603-228-2737
Trails	Planning Division		603-225-8515
Trash Collection	General Services Department		603-228-2737
Tree Branches	General Services Department		603-228-2737
Underground Storage Tanks	Fire Department and Engineering Division		603-225-8651 603-225-8520
Variances	Code Administration		603-225-8580
Vendors - Mobile Food License & Inspection	Code Administration		603-225-8580
Veterans Tax Credits	Assessing Department		603-225-8550
Voluntary Lot Mergers	Planning Division		603-225-8515
Wastewater Treatment Plant (Hall Street)	General Services Department		603-225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		603-225-8693
Water Treatment Plant	General Services Department		603-225-8696
Welfare	Human Services Department		603-225-8575
West Street Ward House	Parks & Recreation Department		603-225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	603-271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	603-223-6832
Yard Sale Permits	Code Administration		603-225-8580
Zoning	Code Administration		603-225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 603-225-8570

ASSESSING

Director of Real Estate Assessments Kathryn Temchack 603-225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos P. Baia 603-225-8595

Economic Development Director Suzi Pegg 603-225-8595

Code Administrator Michael Santa 603-225-8580

City Engineer David Cedarholm 603-225-8520

City Planner Heather Shank 603-225-8515

FINANCE

Deputy City Manager-Finance Brian LeBrun 603-225-8570

Assistant Finance Director Katherine Graff 603-225-8581

Office of Management & Budget Robert McManus 603-225-8582

Purchasing Manager Tina Waterman 603-225-8664

Treasurer Dawn Enwright 603-225-8540

FIRE

Chief Dan Andrus 603-225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 603-228-2737

Highways Wastewater Treatment Airport

Sidewalks Equipment Services

Snow and Ice Control Public Properties

Street Cleaning Water Supply

Storm Sewer Municipal Complex

Solid Waste Operation and Maintenance Facility

HUMAN RESOURCES

Director Jennifer Johnston 603-225-8535

HUMAN SERVICES, 28 Commercial Street

Director Karen Emis-Williams 603-225-8575

INFORMATION SERVICES

Director Edward Drouse 603-225-8597

LEGAL

City Solicitor Jim Kennedy 603-225-8505

LIBRARY, 45 Green Street

Director Todd Fabian 603-225-8670

POLICE, 35 Green Street

Chief Bradley Osgood 603-225-8600

RECORDS

City Clerk Janice Bonenfant 603-225-8500

RECREATION

Director David Gill 603-225-8690

ASSESSING DEPARTMENT

Mission: The Assessing Department's purpose is to continuously discover and list information used to provide fair and equitable property values.

Vision: We will be a well-informed, educated, and trained department in order to provide a positive experience for our internal and external customers.

Facts and Figures

Building permits measured/listed	298
Sales reviews conducted	414
Deed changes processed	1602
New parcel reviews conducted	52
New construction reviews conducted	36
Appeals: BTLA & Superior Court	15
Equalization Ratio	97.5%
Net Tax Base Value for Tax Rate Setting	\$4,180,810,620

Assessing Department figures are based upon the Tax Year, April 1, 2018-March 31, 2019.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department assists in the fostering of tax base growth through a customer service-oriented development assistance and inspection process that accounts for necessary safety, environmental, and community concerns in a well-coordinated and cost efficient and effective manner.

Notable

Administration

- The Community Development Administration Division continued its public outreach through staff participation on the YMCA Board of Directors, the Capital Regional Development Council Board, and the Chamber Local Government Affairs Committee. Staff also led the Livability Day for the Greater Concord Leadership Program, as well as the first ever Local Government 101 class.
- The Community Development-Administration is a member of the Utilities Appeal Board and coordinated staff support for the Airport Advisory Committee.
- The Deputy City Manager-Development (DCM) represented the City as a Vice President for the Northeast Region of the International City/County Management Association (ICMA) and subsequently on the ICMA's Leadership Advisory Board. The DCM also served on the Local Government Hispanic Network's national board of directors.

Economic Development

- The Economic Development Director (EDD) continues to reach out and meet with key members of the community and business leaders.
- The EDD worked with new businesses interested in the City, as well as those looking for new locations in the northeast business corridor.
- The EDD organized a Concord trade visit to Quebec, Canada, to visit with international companies seeking expansion opportunities in the United States.

- Represents the City as a board member on the International Economic Development Council and on the local CATCH Neighborhood Housing board and Intown Concord board.

Code Administration Division

- The Code Administration Division is responsible for the administration of the Structural, Health & Licensing, Housing and Zoning regulations and ordinances for the City of Concord.
- Code Administration staff consists of 13 personnel, which includes the hiring of a new building inspector this year.

Structural

- The Structural unit, which includes building, electrical, plumbing/ mechanical, and housing inspectors, completed plan reviews and inspections as follows:
 - 816 Building permits, with a construction value of \$101,653,291
 - 905 Electrical permits processed providing a total of \$112,477.49 in revenue
 - 1,083 Mechanical permits processed providing a total of \$171,172.34 in revenue
 - 469 Plumbing permits processed providing a total of \$76,600.32 in revenue
 - 62 Demolition permits were issued
 - 31 New single-family homes were constructed this year
 - 106 Single family home renovations were issued
- This year, the Code Administration Division had three major construction projects, including a four-story addition at Concord Hospital; a new hotel at Exit 12 by the Capital Hotel Company; and, a major renovation of the Hannaford's on Fort Eddy Road.

Housing Inspector

- The Housing Inspector is responsible for enforcing the City of Concord Housing Maintenance and Occupancy Code and state laws to ensure that all residential rental properties are safe and fit for occupancy and used as intended. The Inspector is also responsible for the annual inspection of hotels, motels, shelters and rooming houses.
- The Housing Inspector conducted 331 inspections to include 208 Section 8 inspections with the Concord Housing Authority.

Health & Licensing

- The Health & Licensing unit conducts annual and routine food safety inspections, foster home inspections, daycare inspections, and health and safety school inspections for the NH Department of Education. The unit also conducts plan reviews for new food service establishments and responds to citizen-reported concerns. The unit works cooperatively with local industry to maintain best safety practices, to offer ongoing basic safety education, and to assist with performance improvement.
- The Health and Licensing unit welcomed a new Health Officer, who has implemented many improvements including the following:
 - Revised forms and the division's website pages
 - Published free food safety educational webinars
 - Transitioned from paper to digital files improving accessibility to information
 - Streamlined the plan review process for food service license applicants

- Health Department staff issued 932 health licenses and permits, while conducting more than 300 routine food safety inspections and follow up visits along with conducting 12 foster home inspections.
- Worked with the NH Public Health Association to create an internship program to help train the next generation of public health practitioners.
- The Health and Licensing unit is now enrolled in the US Federal Drug Administration's Retail Program Standards program which will guide and facilitate the growth of the City's food safety program to conform to the best practices recommended by current industry science.
- Created a lead education program as well as a framework for outreach program.

Zoning

- Zoning Administration is responsible for providing customer technical support services related to the interpretation and application of the City's zoning ordinance and related state statutes, as well as the abatement of activities that are in violation of applicable ordinances and statutes.
- The Zoning Administration staff provides administrative and technical support for the Zoning Board of Adjustment (ZBA), as well as for developers and homeowners.
- Zoning Administration staff provided administrative support in preparing agendas, public hearing notifications, and minutes for 95 ZBA hearings.
- Zoning staff provided input and technical support for the Form-Based Code initiative.
- The Zoning Administrator provided more than 790 "quick answer" customer consultations via phone and counter service, in addition to providing consultation and administrative services for a number of large developments.
- The Zoning Inspector researched, responded to, and resolved more than 50 zoning violation cases.

Engineering Division

The Engineering Division initiated a number of new major projects and completed some projects and program initiatives throughout FY2019, including traffic and transportation design projects and stormwater, water, and sewer utility projects. Engineering staff continued to provide engineering support to various City departments, as well as to the Transportation Policy Advisory Committee (TPAC) and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

Major Engineering Programs and Initiatives

- The Engineering Division continued its efforts on a number of major and minor engineering programs and initiatives including the implementation of the Geographic Information System (GIS) Master Plan; the development of a multi-year digital tax map system update program; and, the continued review of development and permit regulations and standards.
- With respect to the GIS Master Plan, Engineering staff continues to update and expand the City's comprehensive GIS system, including water systems, sanitary sewer and storm systems, drainage systems, as well as other municipal infrastructure to provide the required asset reporting information for the City's Finance Department.
- Annually, GIS staff and interns update water, sewer, and storm drain service records including updating system databases and incorporating detailed record drawings of utility

type, age, size, material, and location into the GIS system. In FY2019, the GIS intern team performed an assessment of the pavement condition of all City streets.

- In conjunction with the Assessing Department, the Engineering Division nearly completed its fifth phase of the Digital Tax Mapping project, which will improve the boundary accuracy of approximately 3,037 parcels in the southeast area of the City, generally bounded by South Fruit Street/South Street in the west and Pleasant Street/Loudon Road/Pembroke Road in the north. The work associated with Phase V, completed in June 2019, will undergo a quality assurance review in FY2019.
- Engineering continued the development, evaluation, and update of the City's construction standards relating to drainage design/stormwater management, street construction and street acceptance standards, as well as digital plan submission standards. All of these being required elements for City projects and private development projects subject to site plan and subdivision plan reviews by the Planning Board.
- In an effort to provide support to other departments and divisions, engineering staff conducted numerous site visits to determine the location and/or status of public right-of-way lines for development issues, right-of-way encroachments, drainage issues, and potentially hazardous street trees.
- In FY2019, staff from the Engineering Division continued to support several mobile device applications for General Services' field crews. General Services' water, sewer, highway crews, and on-call staff members now rely on mobile tablets for accessing utility network information and recording maintenance and inspection work. Officers of the City's Police Department also make daily use of GIS mobile devices in their squad cars.

Transportation Policy Advisory Committee (TPAC) Initiatives

- Engineering staff continues to support TPAC and its technical subcommittees focused on supporting various areas of transportation. The committee and its subcommittees meet monthly and are open to the public. The subcommittees include Bicycling & Pedestrian and Public Transit. Annually, engineering staff works with TPAC to develop a prioritization of transportation related Capital Improvement Program (CIP) projects with a ranking of the committee's support.
- Engineering staff continued to focus on developing and improving the City's traffic and transportation related policies, as well as focusing on and responding to neighborhood traffic issues, in addition to the daily demands of traffic data collection, operational analysis, and response improvement. The Traffic Engineer chairs the City's Traffic Operations Committee (TOC) and provides primary engineering support for TPAC and the City's Parking Committee.
- In an effort to identify and evaluate the City's high-frequency and high-severity accident intersections and corridors, the TOC coordinates staff review of community-wide accident "hot spots" on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "hot spot" locations for further review. Crash patterns are investigated and determined at high-accident locations to identify safety problems and potential solutions. The TOC, which is made up of City and School District staff, continues its focus on resolving traffic operational issues, as well as CIP projects by specifically targeting critical traffic corridors, such as Loudon Road, Manchester Street, North State Street, Main Street, Fisherville Road, Village Street, and Langley Parkway.
- Engineering staff continued to support neighborhood traffic inquiries from residents through the TOC. The TOC met monthly throughout FY2019.

- Engineering staff continued to coordinate with General Services' and NH Department of Transportation's (NHDOT) street repaving efforts to help facilitate sidewalk improvements and enable a redesign of street pavement markings to include bicycle lanes.

Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout FY2019.

- A new roundabout was constructed at the intersection of Abbott and Manor Roads as an offsite improvement for a nearby development, and Engineering provided project coordination to the developer as well as fulltime, onsite construction inspection.
- Construction of the Sewalls Falls Bridge Replacement Project (CIP 22) which was completed and the new bridge opened to traffic in November 2016, required development of an additional historic mitigation interpretive panel focused on transportation. The end result will be an interpretive panel installed near the Storrs Street/Pleasant Street Extension intersection focused on the former Concord Train Depot. Coordination of the panel advanced toward final design in FY2019 and installation is planned for May 2020.
- Engineering studies were completed and approved by NHDOT for the designs of the Hooksett Turnpike Bridge (CIP 361), the North Pembroke Road Bridge (CIP 478), and the Birchdale Road Bridge (CIP 498). All three projects advanced into the final design and bidding phase. Engineering facilitated a build-out analysis of the area known as Whitney Road Extension, which was performed by one of the City's on-call consultants.

Major Infrastructure Improvement Projects

- Engineering staff coordinated the evaluation, design, and construction of a number of major and minor intersections including review of NHDOT's proposed widening of I-93 through Concord.
- With the increase in frequency of extreme rainfall, as noted by the Northeast Regional Climate Center, Engineering continues to focus on remediating and preventing further damage along many of the stream courses throughout the City. Engineering completed the in-house design of stormwater related projects through CIP 83, along the North State Street corridor near Clark and Tenney Streets (referred to as Area A), to address erosion caused by storm drain discharge at a number of outlet channels east of North State Street. The erosion along these channels is threatening the sewer system, which runs east from North State Street to the interceptor, by exposing and undermining the sewer mains that run parallel to and under the drainage channels. This project was publicly bid and the construction began in March of 2019 with the goal of reestablishing access to the area for future maintenance of the sewer and storm drain systems. Engineering also advanced a drainage system improvement designs for a similar CIP 83 project near Abbottville Road and North State Street (referred to as Area B), and also in the North Main Street/I-393 area under CIP 571 to address ongoing flooding issues. Construction of these two projects is scheduled for FY2020 and 2021.
- An Aquatic Resources Mitigation (ARM) application to assist with the funding of the culvert under Portsmouth Street (CIP 83) has progressed through a lengthy permitting process gaining approval from NH Department of Environmental Services (NHDES) in 2018. The project was publicly bid and construction began in early 2019. Portsmouth Street was overtopped by Mill Brook in 2006 and 2007. The existing culvert was undersized and was replaced with a concrete box culvert. Fifty percent of the funds were provided by the ARM grant. The project will also improve the pedestrian connection

between the trailhead parking and adjacent trails with the construction of a gravel path adjacent to the street over Mill Brook.

- Construction on the Downtown Complete Streets Improvement Project (CIP 460) began in September 2014, thanks to a TIGER grant that ultimately transformed Concord's downtown by enhancing access, mobility, and the overall visitor experience. Construction was substantially completed in the fall of 2016. Engineering performed its first of five years of post-construction performance monitoring related to pedestrian, bicycle, and traffic volumes, and accidents to satisfy the TIGER grant requirements. The results are very encouraging and show significant improvements particularly in regards to increased pedestrian traffic and overall vibrancy of downtown Main Street. Engineering also completed the repair of nine brick-paver crosswalks on North Main Street in June of 2019.

Municipal Airport Projects

- In accordance with an agreement between the City, the Federal Aviation Administration (FAA), and NHDOT's Bureau of Aeronautics, the City began the resurfacing of Taxiway A, as well as drainage improvements, airfield pavement markings, lighting, and signage. A similar project was performed on the Runway 35 aircraft holding apron including airfield pavement markings and maintenance. This work was made possible by a State/Federal grant in the amount the amount of \$2,850,000.

Community Development Project Inspection Program

- In its twelfth year, the Community Development Project Inspection Program continues to provide comprehensive inspection services at cost-effective rates to the development community. The special revenue fund remains in a strong position financially. Since its inception with the purpose of replacing expensive, outsourced inspection services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Staffing efficiencies were made in FY2019 as a result of a reduction of fulltime inspection staff due to attrition and the use of seasonal inspectors. Engineering staff provided inspection services for more than 15 private development projects throughout FY2019.
- In addition to inspecting numerous private development projects, engineering staff continues to work with Liberty Utilities to replace aging gas mains throughout the City.

Planning Division and Planning Board

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission and Architectural Design Review Committee, and to that end, during the fiscal year, the division staff attended and supported a total of 12 Planning Board meetings, 14 meetings of the Conservation Commission, 12 meetings of the Trails Subcommittee, 12 meetings of the Heritage Commission, and 12 meetings of the Architectural Design Review Committee. The division is responsible for the preparation of agendas, minutes, legal notices, and correspondence for these boards and committees.
- The Planning Division continued to provide processing, review, written reports and meeting presentations for applications to the Planning Board including 18 for Subdivisions, 27 for Site Plan Review, three for standalone Conditional Use Permits, seven for Architectural Design Review approval (not including the numerous sign applications that are reviewed by the ADRC and Planning Board), five voluntary mergers, two right-of-way discontinuances, and three applications from adjacent municipalities.

- The Planning Division staff continued to attend and provide support to the Traffic Operations Committee, the Transportation and Policy Advisory Committee, the Parks and Recreation Advisory Committee, the Trails Committee, the Poles and Wires Committee, the Mid State Regional Coordinating Council, the CNHRPC Technical Advisory Committee, the City/State Regional Planning Commission, and the Housing Committee.
- Planning staff continued to attend and provide support to the Bicycle and Pedestrian Subcommittee of TPAC (BP-TPAC). Staff has worked with TPAC and the Subcommittee to explore opportunities to implement a bike lane demonstration project, and also investigated bike share options for the City of Concord. Staff also continued to provide assistance to CNHRPC and attend the City's monthly Transportation Advisory Committee meetings.
- The Planning Division staff continued to assist the Heritage Commission identify actions to encourage preservation and draft revisions to the Demolition Delay Ordinance.
- Planning staff reviewed and provided written reports for the proposed re-zoning of Pleasant Street for Concord Orthopedics.
- Planning staff prepared, and City Council adopted, an amendment to the zoning ordinance to address agritourism. The changes expand commercial opportunities for rural land by allowing landowners with large parcels to host outdoor events, and expand bed and breakfast and campground uses into the rural residential districts.
- Planning staff began a process of revising Planning Board procedures to a digital format, reducing reliance on paper files. Staff worked with the City Clerk's office to adapt both the Planning Board agenda and the Architectural Design Review agenda to the Granicus format, creating more consistency with agendas and procedures. Staff also acquired iPads to allow Board and Committee members to access and review applications more easily. These changes have streamlined meetings and dramatically reduced the amount of paper copies made for both Planning Board and Architectural Design Review Committee meetings. This process is ongoing.
- Planning staff completed the Main Street Design Guidelines, which were then adopted by the Planning Board. Planning staff then prepared, and City Council adopted, several amendments to the City Code to implement the new policies. Planning staff now coordinates with other City departments to review and manage issues as they arise pertaining to the Main Street corridor business district.
- Planning staff worked with the Parks & Recreation Department to oversee the installation of a landscape plan for Rollins Park and to help design a restoration landscape plan for the shoreland area of Terrill Park as part of the permitting process.
- Planning staff completed due diligence items for the acquisition of 85 acres of land located off Hot Hole Pond Road and 8 acres off Fisk Road for conservation purposes. In addition, staff coordinated a land swap for the acquisition of 17 acres of conservation land off Little Pond Road and facilitated the acceptance of a donation of 8.5 acres of conservation land on Stickney Hill Avenue. The properties are proposed for acquisition in FY2019. Planning staff worked with the City Solicitor and a consultant attorney to finalize the acquisition of 106 acres of land within the Penacook Lake Watershed.
- Planning staff hired a consultant and kicked off the update to the zoning ordinance in FY2018. Planning staff held several public meetings and presented several documents for City Council's and the public's review. This project is ongoing.
- In conjunction with revisions to the zoning ordinance, Planning staff began revision of the Site Plan and Subdivision Regulations to streamline the development process and reduce redundancy.

Conservation Commission

- The Conservation Commission continues to monitor City-held conservation easements and pursue corrective actions to resolve easement violations as needed.
- The Commission worked with the Trails Committee to evaluate trail locations for connections between Swope Park and Winant Park.
- The Commission reviewed wetland permit applications from the New Hampshire Department of Environmental Services, as well as Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.
- The Commission worked with staff and consultants to finalize the Conservation Commission's Conservation Open Space Plan Update. Staff coordinated with the consultant and attended several special work sessions during the process. The final document is expected to be completed in the beginning of 2019.
- The Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Conservation Commission held two public site visits on properties proposed for conservation easements; the Commission walked the properties to observe current conditions.
- The Commission continued to provide comment on the Northern Pass project. The Commission hired a consultant to create a viewshed analysis to determine visual impacts to conservation land and the City at large. The Commission Chair and one member filed testimony and testified at Site Evaluation Committee technical sessions. Staff also prepared several documents, provided feedback, and filed testimony on the Northern Pass project. Staff testified at Site Evaluation Committee technical sessions.
- The Commission corresponded with several property owners interested in placing their land under conservation. Follow-up discussions are ongoing.
- The Commission worked with the Trails subcommittee to formalize a structure for the subcommittee.
- The Commission worked with the Concord - Lake Sunapee Rail Trail group to determine the feasibility of purchasing land owned by Pan Am for conservation purposes, as well as for the expansion of the trail between the Pierce Manse and North State Street. The Commission was not able to negotiate a feasible purchase price.

Forestry and Trails Program

- Timber sales were conducted on the Penacook Watershed property under the forestry management plan. Additionally, timber sales were conducted on Penacook Lake watershed land and Garrison Park to salvage timber from red pines that were infested with red pine needle scale and ash trees infested with Emerald Ash Borer.
- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities; various trail improvements were completed on conservation land.
- The Trails Subcommittee drafted a procedure and trail criteria to be used as guidance for the construction of new trails.
- The Trails Subcommittee created a template for wayfinding signage for City trails, and installed signs at Swope Park, Oak Hill Trails, and the Broken Ground Trails.
- The Subcommittee created a working partnership with the local chapter of the New England Mountain Biking Association and worked with the group to design a mountain bike specific trail in the Broken Ground area, to be built in FY2019.
- Planning Staff held two informational classes about the trail system hosted by the local chapter of AARP and led an informational hike with the Osher Lifelong Learning Institute (OLLI) through NHTI.

- The Trails Subcommittee worked with an Eagle Scout to construct a bench at an overlook on the West End Farm trail.
- The Trails subcommittee held group hikes for the community on a monthly basis throughout the year, with 10-15 community members present at most of the events.
- A Forestry intern was hired to assist the consultant forester to maintain and monitor trails, assist with timber sale marking, and digitize the forest management plan.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management, debt administration and budgeting. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

Office of Management and Budget Division

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission. OMB coordinates the development of the City's budget across 14 departments within nine operating funds plus capital improvement funds. The Office develops the salaries, benefits, and utility expense budgets for departments through close coordination with department heads. OMB also provides financial analysis to assist policy development, including the development of financial pro-forma statements, and assists departments with the financial aspects of program development. Lastly, the division coordinates, prepares and publishes the budget document for the City of Concord NH.

Treasury/Collection Division

The Collection Office processed over 44,000 motor vehicle registrations with over 99% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 98.6% for the 2018 tax year, compared to 98.6% for the 2017 tax year. The hours open to the public are 8:00 a.m. until 4:30 p.m., except Thursdays, in which there are extended hours until 6:00 p.m. The City maintains a strong bond rating with Standard and Poor's of AA+.

Purchasing Division

The Purchasing Division, in conformance with the City Charter and ordinances, strives to:

- a. Provide optimal value for the taxpayer;
- b. Meet the procurement needs of all city departments;
- c. Be responsive to and respectful of all customers;
- d. Encourage competition;
- e. Be fair, open, ethical and efficient

Working with City staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's two G1 (largest) accounts and 85 G2 accounts have been awarded to

Constellation New Energy through 12/01/2020 (100% renewable via wind power). The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A fixed price contract for the supply of **natural gas** for the City's largest 35 accounts has been extended with Direct Energy through 6/30/2020. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline and diesel fuel** are currently under fixed price agreements for the City, Concord School District and Merrimack Valley School District through 12/31/2019 with potential extensions through 6/30/20. **Kerosene and #2 fuel oil** are procured via indexed (spot market) price contracts through 06/30/2019.

- b. **Energy Improvements.** The City recently completed an LED conversion upgrade of all exterior lights and interior lights in the Emergency Service Bay at the Combined Operations and Maintenance Facility (COMF). Fifty percent of the cost for this project was funded by an incentive rebate from Unitil. The remaining cost was funded by the City. The anticipated annual energy savings for this project include a reduction of 62,856 kWh of electricity at a savings of \$8,800 and a reduction in CO2 emissions of 49.1 tons per year.

The Purchasing Division staff continues to work with its counterparts from the State of NH and Cities of Berlin, Dover, Keene, Laconia, Manchester, Nashua, Portsmouth and Rochester and the Towns of Merrimack, Northfield, Salem and Tuftonboro to prepare and issue competitive solicitations and enter into subsequent multi-year contracts for the purchase of supplies and services common to all municipalities.

The Assistant Finance Director and Purchasing Manager:

1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee; and
2. Lead the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services.

The Accounting Division and the Purchasing Division, with the assistance of the IT Department and Human Resources Department, continue to train new and existing City staff on current accounts payable and purchasing policies and procedures and the use of the City's financial management software.

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the city residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever-escalating threats to security, and the need to minimize cost.

Notable

- Implemented, configured IPADS for the Planning committee.
- Replaced and upgraded 40 Virtual Servers to latest Operating System
- Configured and coordinated Mobile Device management on 150+ Devices.
- Replaced Antivirus and malware prevention software.
- Replaced SQL database server with SQL 2016 and migrated City databases.
- Upgraded Mail server to latest version for compatibility.

FIRE DEPARTMENT

The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and 23 other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Notable

Administration and Communications

- Coordinated and delivered the selection and promotional process for the positions of Deputy Chief-Administration, Deputy Chief-Operations, Battalion Chief, Captain/Communications Supervisor, Lieutenant, Firefighter Paramedic and Firefighter.
- A new three-year collective bargaining agreement was negotiated with the Concord Fire Officers Association.
- The Town of Washington joined the Capital Area Mutual Aid Fire Compact.
- Lead Dispatcher Scott Bourque was named the New Hampshire Grange First Responder of the Year.
- Facility and technology upgrades included the replacement of the roof at Central Fire Station and the replacement of the telephone switching mechanism in Dispatch.
- A station exhaust removal system was installed at Central Fire Station.
- The Fire Department continued to maintain a very active presence in social media, including Facebook and Twitter.
- The Fire Department began the work to transition the City's venerable Gamewell Fire Alarm System from mechanical fire alarm boxes to radio fire alarm boxes.

Fire, Emergency Medical Services, Training, and Special Operations Activities

- The Fire Department coordinated and hosted a tabletop exercise for the City leadership team on Emergency Operations Center roles and functions.
- Significant fires occurred at 68 South State Street, 109 Liberty Street, and 28 Rolfe Street; and a fatal fire occurred at 7 Trinity Street.
- The Fire Department organized and deployed a major emergency management exercise for the City's long-term care facilities.

Fire Prevention and Safety Initiatives

- Fire Prevention education was delivered to second grade students during Fire Prevention Week.
- The Department participated in the National Night Out event at Rollins Park.
- Fire Prevention staff members installed 556 smoke and carbon monoxide alarms in 127 homes through the "Get Alarmed New Hampshire" program.
- The Fire Department participated in meetings with the Capital Area Public Health Network, the Senior Falls Prevention Task Force, the Region 2 Integrated Service and Delivery Network (for mental health treatment) and the Capital Area Leadership Team for Substance Abuse Disorders for a coordinated and integrated response to community health and safety issues.

FIRE SERVICE INDICATORS	2017	2018	2019
1. Number of Emergency Responses	8,257	8,600	8,952
2. Number of patients transported	4,551	4,771	4,902
3. % of Emergency Response Times < 5 Minutes	59.48%	63.13%	60.82%
4. Number of inspections completed	1048	927	1389
5. Number of Public Education Hours Delivered	82	70	59
6. Average Training Hours per Firefighter	182	99	116

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the city by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, ice arena, and motor fleet.

Notable

Administration

- Hosted the third annual Concord Public Works Celebration at Memorial Field to educate and engage local schools and the general public about public works services during National Public Works Week. Estimated attendance of approximately 450. Restructured the Solid Waste Brochure into a department wide brochure to include information about the entire department, how to stay informed, and a calendar of events for the year. The "2019 Public Works Information" brochure was mailed to residents at the beginning of 2019.
- Hosted the first "Fill a Public Works Truck" Food Drive in association with National Public Works Week and collected donations with NH Food Bank to benefit the Friendly Kitchen. The Friendly Kitchen received 400 pounds of food donations, while the NH Food Bank received \$203.42. To convert this into meals, two meals are provided for every \$1.00 and the weight of the average meal (according to the USDA) is 1.2 pounds, which translates to 822 meals provided to the local community.
- Hosted the third annual recycling poster contest with local schools in celebration of the national campaign, "America Recycles Day."
- Increased communication and public outreach via City website updates, print media, social media, press releases, the City Manager's Newsletter, the General Gazette newsletter, and bill stuffers.
- Social media continued to improve community engagement, increase branding, and encourage public awareness of organization services. The Department started an Instagram account to engage with new and younger audiences.
- Received state grants for leak detection efforts and Household Hazardous Waste Collection.
- Household Hazardous Waste Collection Day was highly attended by 627 households and advertised across local radio stations with a recorded PSA.
- Videos produced and promoted included "2018 Concord Fall Leaf Collection Program" which was promoted in coordination with the marketing campaign for Fall Leaf Collection, "Concord Winter Operations" which promoted the City's winter operations procedures for snow plowing, and "Concord General Services Internship" which promoted the Department's success with its new Maintenance / Flex Technician intern position. Concord TV helped to produce, "Happy Holidays from Concord General

Services,” “2019 Earth Day & Arbor Day Celebration,” “National Drinking Water Week 2019,” “2019 National Public Works Week,” and “2019 Concord Public Works Celebration.”

Highway and Utilities

- Completed Neighborhood Street Paving Project (CIP # 78) as approved in the FY 2019 budget. City Council also added \$1M to the 2019 program, which enabled the Division to do several more streets during the construction season.
- Actively participated in the City’s web site, specifically the Customer Request Tracker portion of the web site.
- Recertified the entire Division in the safe handling and disposal of asbestos pipe. All continue to be OSHA II certified.
- The water crew of the Division worked with GIS staff to install an application on the iPads for the large valve maintenance program, which enabled the crews to put information on the iPad rather than on paper and transferring information to the computer at a different time.
- The sewer crew of the Division is working with GIS staff to include sewer service locations on the GIS maps and link inspection data and videos to these locations, so that anyone within the city has access to this information.

Public Properties

- Focused on the professional development, retention, and recruiting, of our skilled staff with; degree-program tuition assistance, technical training, performance recognition, and social and conventional media outreach.
- Provided oversight for in-house and contracted upgrade projects including lavatory renovations at Bicentennial Square; West Street Ward House improvements; and numerous system upgrades at the Combined Operations and Maintenance Facility, the Municipal Complex, community centers, public squares, parking garages, and recreation facilities.
- Increased the energy efficiency of the City's public properties with LED lighting upgrades, installation of higher efficiency heating and cooling equipment, and by maximizing the use of the City’s building management equipment.
- Started a comprehensive Facility Condition Assessment of managed properties to develop an all-inclusive capital improvement and stewardship plan.

Equipment Services

- Increased the Fleet availability with quality preventive maintenance and proactive component replacements on City vehicles.
- Continued field testing of the new plow cutting edge system with a second vendor (six trucks equipped last year). Eight additional trucks equipped the 2019-2020 winter for a total of 14 trucks. The system has proven very effective and has reduced cutting edge replacements, produced less noise/vibration, and reduces operator fatigue. The new system will reduce cutting edge replacement labor time and allow plows to spend additional time on the road during storms.
- Equipment service technicians continue to attend technical training from various resources. They have increased their skills in computerized engine controls, braking systems, fire equipment systems, and emissions training.
- Purchased additional welding equipment for the weld shop [heavy duty multi-function mig welder, plasma cutter, and air slicer] to allow welding techs to take on welding processes that previously were sent to outside shops. The purchase of the equipment

will help reduce the need to send trucks to vendors for costly welding and fabricating repairs.

- Continued to increase the use of municipal and national purchasing groups when replacing CIP equipment. This allowed for increased standardization, better pricing, and better selection of components.
- Replaced the tree bucket truck with a 4X4 unit to allow the tree crew to work off road, and also operate safely on downed tree emergency's during high winds, and snow and ice storms.

Arena

- Successfully transitioned to in-house operation of the retail Pro Shop. Surpassed anticipated revenue while increasing customer service.
- Completed the installation of Point of Sale (POS) equipment allowing Arena customers to pay for goods and services with credit cards.

Finalized Phase I of the Arena addition planning. Steps to date include; the development of conceptual plans, detailed cost estimation proposals, and methods for the integration of these amenities into the Kiwanis Park Master Plan.

Water

- Maintained Level 2 American Water Works Association (AWWA) Partnership for Safe Water.
- Received the 2018 Fluoride Optimization award from the Center for Disease Control (CDC).
- The Water Plant continues to make infrastructure upgrades with the replacement/upgrade of the Carbon Dioxide system completed February 2020.
- Water Treatment Superintendent Marco Philippon was elected through the New Hampshire Water Works Association to represent the industry on the NH Drinking Water and Groundwater Trust Fund Committee where he will help guide upgrades to state wide infrastructure with the \$280 million-dollar settlement from Exxon Mobil related to MTBE contamination.

Wastewater

- The Wastewater Treatment Division continues to complete infrastructure upgrades with the completion of a new high efficiency HVAC system, emergency generator replacements and pumping system upgrades at the Hall Street plant and the replacement of the electrical system at the Penacook Plant.
- Personnel from the Wastewater Treatment Division continue to participate in public outreach events, including Public Works Week and New Hampshire Wild Days. In addition, the Division conducts several tours during the year to school groups and the general public.
- The Wastewater Division has continued energy efficiency upgrades at both the Hall Street and Penacook plants. Energy usage at the Hall Street plant was reduced by 7.7% in 2019 compared to 2018. In addition, the City continues to be a leading participant in the NHDES sponsored energy efficiency program.
- The Wastewater Treatment Division's crew leader successfully completed the PRIMEX Emerging Leaders program. This year-long program provides advanced management training to its participants. This is the second member of the Wastewater Division to complete the program.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

- The generous owners and employees of Sanel NAPA Auto Parts donated 70 bountiful Thanksgiving baskets to families in need that we serve.
- 30 children were provided with Christmas presents given by many of our donors including City of Concord employees, Health Trust, Unitarian Benevolent Association, Legal Advice & Referral Center, and Beaver Meadow Village Association.
- Emergency food and personal hygiene items from our pantry were provided to those we serve. Our pantry was generously stocked by Capital Region Food Program, Congregants of Temple Beth Jacob and Immaculate Heart of Mary, co-workers, and residents.
- Human Services Director served on the Steering Committee for Concord's Plan to End Homelessness, Family Assistance Advisory Council, Substance Use Disorder, and Capital Area Integrated Delivery Network committee.
- Human Services Director participated in a panel for the Joint Economic Briefing before the New Hampshire House Finance, and Ways and Means Committee.
- Human Services Director presented to the Concord Female Charitable Society.

<u>SERVICE INDICATORS</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
1. Appointments/Emergencies	1,789	1,359	990	1,019
2. Homeless & Homeless at Risk Served	286	227	188	190
3. Applications for Assistance Issued	542	392	370	424
4. Total Walk-ins	1,389	961	851	965
5. Total Initial Case Interviews	512	376	347	377
6. Percent of Total Aid Budget in Rental Assistance	92%	91%	90%	90%

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

<u>LEGAL SERVICE INDICATORS</u>	<u>FY2017 Actual</u>	<u>FY2018 Actual</u>	<u>FY2019 Actual</u>
1. Civil Litigation Cases	*26	*24	*17
2. Tax Abatement Cases	*39	*25	*22
3. Tax Lien Mortgages (Research at Registry)	498	**0	324
4. Tax Deed Mortgages (Research at Registry)	100	**0	22
5. Tax Title Searched for Properties to be Deeded	598	**0	346
6. Ordinances Reports and Resolutions	102	147	152
7. Negotiated Union Contracts (out of 6)	4	1	1
8. Licenses, Agreements and MOUS	88	69	53
9. Bankruptcy Matters (Claims Filed)	27	31	18
10. City Department/Public Body Westlaw Legal Research	466	2,036	2,764
11. Financial Guarantees for City Projects/Developments	36	46	59
12. Right-to-Know Requests	50	69	68
13. Complaints Files/Reviewed	****4,513	3,838	3,900
14. Criminal Dispositions and Hearings	18,569	14,146	13,900
15. Juvenile Dispositions and Hearings	751	1,026	725
16. Administrative License Suspensions	204	205	206
17. Concord Code Enforcement	60	28	5

* Includes pending cases from prior years

** Change in lien search dates from May to July

*** Resolutions not included

**** First year reported

LIBRARY DEPARTMENT

- Mission:** The Concord Public Library connects individuals with resources in order to enhance lives and build community.
- Vision:** The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

Notable

- Subscribed to a new email newsletter and marketing service called LibraryAware. The service is designed specifically for libraries to create electronic and print marketing campaigns and materials.
- Added a new online resource called Niche Academy for training the public and staff on how to use library resources and other topics of interest (i.e. Internet Basics, How to use social media, etc.).
- A new catalog app with a modern interface and features was launched as a part of the library's migration to a new ILS system. The app allows patrons to manage their account, search for both electronic and physical materials, and to learn about library resources and news.
- This fiscal year the library engaged in a digital #CPLStories campaign on social media and the library's website. Each story featured a positive or inspiring outcome from a patron's interaction with the library.
- A new online reservation system was launched to support the library's popular museum pass program. The reservation site allows patrons to browse passes, see real-time availability, and place requests up to 30 days in advance.
- Family Search, a new genealogy database, was added to the library's collection. It is available for use both in the library and at home.
- Overdrive released their new eReading app, Libby. Reference staff have attempted to make patrons aware of this as they answer eBook and eAudiobook questions.
- Launched a new streaming and downloadable service (books, movies, music, and graphic novels) called Hoopla. Patrons can check out five titles across any medium per month.
- Zinio, our new online periodical database, is now up and running for patrons to check out dozens of titles with unlimited checkouts, availability, and no due dates.
- Began using locked cases for new DVDs, which has quickly stemmed the disappearance of some titles from the collection.
- CPL began to offer regular Computer Basics for Adults programs for the public.
- The children's library Steam Team started to utilize a registration and cap because of the demand for each monthly program and build.
- "Canta, Cuenta, Juega," a class for young children (ages 1-5) to learn Spanish through games, songs, and fun came back to the Library and meets once per month.
- Launched Winter Reading Bingo for both children and adults. Patrons get a bingo card suggesting various types of books to read. When they complete any five of the squares, they get a chance to win the grand prize. Children also receive a free book.
- In April, celebrated the first exhibit to hang in the new gallery in the updated library auditorium with a weekly Pop-up Coffee Shop where attendees enjoyed

complimentary coffee and biscotti while browsing the Amy Beach Exhibit. Also had a performance by Marie Harris and Adi Rule entitled “Amy Beach in Words and Music.”

- Opened the new Heights Branch Library at the City Wide Community Center, initial hours are Tuesday 10am-4pm, Thursday 2pm-8pm and Saturday 9am-12pm.

1. Items Borrowed		
Main Adult	142,440	162,316
Main Children's	72,327	83,366
Audio & E-book Downloads	34,428	49,147
Main Total	249,195	294,829
Penacook Branch	4,568	4,506
Heights Branch	N/A	5,390
Renewals	38,768	N/A
Total	292,531	304,725
2. Traffic Count		
Main Library	180,328	181,606
Penacook Branch	3,473	3,167
Heights Branch	N/A	5,316
3. Online Services		
Catalog searches	567,028	479,596
Database searches	292,103	159,847
4. Classes & Events		
Main Adult Programs	89	66
Main Adult Attendance	2,485	2,504
Main Young Adult Programs	3	N/A
Main Young Adult Attendance	21	N/A
Concord Reads Programs	9	7
Concord Reads Attendance	237	236
Main CR Programs	166	162
Main CR Attendance	3,614	3,694
Penacook Branch Programs	2	15
Penacook Branch Attendance	18	79
Heights Branch Programs	N/A	76
Heights Branch Attendance	N/A	721
Total programs	269	326
Total attendance	6,375	7,234
5. PC/Internet Use Hours		
Main Adult	12,487	13,281
Main Children's	2,118	3,569
Young Adult	N/A	299
Penacook Branch	477	327
Total	15,084	17,474
6. Chromebook Checkouts		
Main	4,635	2,579
Heights	N/A	229
7. Research Assistance		
Total	81,965	76,261
8. Volunteers		
Hours	1,836	1,854
9. Interlibrary Loans		
Lent	2,371	1,832
Borrowed	2,907	2,860

HUMAN RESOURCES DEPARTMENT

The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Conducted and submitted Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City received a 2.5% discount on both Workers' Compensation and Property and Liability contributions/premiums based on maintaining Prime status. This equates to a \$15,881 discount on our Workers' Compensation premium and an overall \$30,577 discount on all lines.
- Continued work with the Joint Loss Management Committee to reduce injuries through safety initiatives, which resulted in a Loss Ratio Adjustment Factor (LRAF) of .73 for 2019. This is .27 below the expected loss LRAF of 1 which is the anticipated factor based on the City's size and other risk factors.
- Average cost per claim for workers' compensation claims for FY2019 was \$3,500. This represents a decrease in the average cost of claims over the previous year.
- Completed requirements to become a National Safety Council First Aid and CPR Training Facility for the purpose of providing First Aid, CPR, and AED training to employees whose positions do not specifically require these lifesaving skills.

Wellness Program Participation: (These numbers represent all eligible employees and their city-insured spouses):

- **182** participants attended a Wellness Education program (an **11% reduction from the** previous year).
 - During the year there were a total of 12 onsite workshops offered.
 - There were 8 offsite classes that employees utilized.
- **225** participants obtained a preventive screening offered by the program (a 3.5% decrease over previous year).
- 103 participants have completed this year's major component – the Wellfit Challenge.
 - The Wellfit Challenge is a physical activity based challenge and usually experiences a significant drop in participation over the previous year's Online Health Questionnaire.
- 154 participants have completed the 3-month exercise requirement (a 11% decline over previous year)
- Last year, the Department began recording some of its onsite classes and, this year, more people took advantage of this option. (34 employees utilized this option over the previous year, where only 5 employees did this).

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

FY 2019 GOAL STATUS

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system. Utilize available grant funding through Project Granite Shield and any other available sources to improve the Department's response to the illegal drug epidemic.

Status: The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department utilizes investigators of the Department's Drug Enforcement Unit to conduct undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Department has a representative actively participating on the Merrimack County Drug Court Team, which began operating during the fall of 2017.

During the fall of 2018, the Police Department received a grant award in the amount of \$65,000 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs to conduct illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During FY2019, the Department made 284 arrests of individuals on a total of 552 illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police station. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During FY2019, over 700 pounds of prescription drugs have been turned in by members of the community. The Department continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days. In October, the Department took in 287 pounds of prescription drugs in one day under this program. During another Drug Take Back Day, in April of 2019, 301 pounds of prescription drugs were turned in for destruction.

The Department continues to work closely with Riverbend's Choices program in helping to refer individuals suffering from drug and other substance abuse issues find treatment.

2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Specific attention will be given to addressing public safety concerns surrounding the homeless community. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

Status: The Police Department has been involved in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted several community meetings involving the New American community. At these events, officers meet with the New American community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Police Department assisted in planning and hosting several refugee events to help teach the youth of the New American communities the dangers of drug and alcohol use. The events covered topics such as where youth can turn for help if they are suffering from addiction, how drugs and alcohol affect the body and mind, and the dangers associated with the use of these substances.

The Police Department takes part in the Refugee Mental Wellness Community Council and assisted in planning an event for New Americans and other refugees to help educate those suffering from drug and alcohol addiction. The event was held on March 15, 2019 and was highly successful.

The Police Department has participated in several other programs to help promote community interaction with children and adults. With the assistance of several local businesses, the Department hosted several “Coffee with a Cop” events throughout the city, and conducted “Lunch with a Cop” and “Police Readers” events throughout the schools in the Concord and Merrimack Valley School Districts. The Department also participated in the “Love Your Neighbor” event at Keach Park, and hosted bicycle rodeos during which children received instruction on safe bicycle operation and the proper use of safety equipment. The Department collaborated with several community agencies and businesses and was able to give away a number of bicycles and bicycle helmets to those who attended the event.

During FY 2019 the Department has added the D.A.R.E. program back into most of the schools in both the Concord and Merrimack Valley School Districts. D.A.R.E. is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

During FY 2019, the Department sponsored 10 Rape Aggression Defense (RAD) programs. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense

training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During FY 2019, the Department participated in 16 active shooter trainings with over 600 attendees. The Department has also conducted four safety presentations with local businesses, 12 fraud education presentations for seniors, and seven domestic violence presentations with the New American groups, Concord High School, and other community groups.

Members of the Police Department have presented several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the potential dangers of the internet and how to avoid being victimized.

The Department hosted National Night Out at Rollins Park in August 2019. This event promoted positive police and community engagement. Estimated attendance was over 3,000 people, with over 100 displays and vendors. The Department's National Night Out has become a banner event for the Department and community, and has greatly assisted in the Department's goal of promoting police and community cooperation and engagement.

During FY 2019, the Police Department proceeded to work on a new initiative to assist in community engagement. The Department partnered with Hero Pups of Exeter, NH, an organization dedicated to training therapy dogs for veterans and first responders dealing with post-traumatic stress disorder and other injuries. The Department received a trained comfort dog that engages citizens that have suffered a traumatic event or suffer from mental health issues, and also helps engage the public at schools, hospitals and other venues. Liberty, the one-year old Labrador Retriever and New Hampshire's first comfort dog, has completed all of her training and is very active within the Department and community. She has participated in many social and community events throughout the city, and has also made many appearances at all of the schools throughout the city. Liberty recently was certified in Florida to assist in interviews of children and other victims of traumatic crimes. Liberty was the first dog in New Hampshire to receive this certification.

In December of 2018, the Police Department was very fortunate to receive a donation of \$50,000 from an anonymous community member. The donor requested that members of the Police Department identify persons and families in need and make monetary disbursements or use the funds to obtain goods and services for the recipients as appropriate. This mission was dubbed Operation Blue Elf and received very good press coverage by the local print and television media in the days leading up to Christmas. Police officers and civilian support staff made great strides in completing this mission by the close of FY 2019. This program has been highly successful and one in which the Department members truly enjoyed

participating.

The Police Department is currently working with the Merrimack County Human Services and Riverbend on implementing an Adverse Childhood Experience Response Team (ACERT). This team will be a partnership that will be deployed to serve children who have been exposed to violence. The ACERT members will be trained to respond to incidents, assess situations, and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department was awarded grant funding of \$60,000 by Granite United Way to assist with the ACERT efforts.

The Department is committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community. All officers are encouraged to participate in community engagement activities. The success of the Police Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

3. Continue efforts to identify and implement strategies in dealing with individuals in mental and behavioral health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Re-assess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team. Continue efforts in training Department personnel in crisis intervention strategies.

Status: During FY 2019, the Department worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilized the Mobile Crisis Unit when it was safe and appropriate to have the Mobile Unit respond to the scene when officers were dealing with a mental health crisis. This approach allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. During this time period the Concord Police Department has utilized the Mobile Crisis Unit over 200 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and shortfalls of the Mobile Crisis Unit and how we together can improve its effectiveness.

The Department also put on a Work Place Safety training session for Riverbend personnel to help their employees better deal with unsafe situations as they arise. The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers. During this time period the Department has responded to 308 calls involving mental health issues. This is a marked reduction in mental health issue calls for service compared to the same time last year during which the Department responded to 391 calls involving these issues.

The Doorways Program and Choices at Riverbend were also put into place to help those suffering from drug addiction. The Department utilized both programs to refer those seeking help with their addiction.

4. Seek to fully staff all authorized sworn and civilian positions. Continue to implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates. Status: During this fiscal year, the Department has been able to fill all vacancies for sworn personnel. Four new officers were sworn in during April which brought the Department to full staffing. It has been many years since the Department has been able to reach its full staffing compliment. During this year there have been three testing processes initiated whereby 12 new police officers have been hired. Although the Department is currently at full staff, this may be short-lived, as it is anticipated that there will be a number of retirements during FY 2020 which will require continued efforts on the hiring front. The police officer hiring pool is still at a critically low level. We receive far more applications for our entry level civilian positions than we do for much higher paying police officer jobs. This is despite our efforts with partnering with local colleges and universities from across the State of NH and beyond. In an effort to address this, the Department has transitioned into a targeted recruitment where good candidates are identified and the actively and aggressively recruited.

On the civilian staffing side, the Department currently has a vacant full-time dispatcher position as well as one part-time position in the Records Unit.

The Department actively utilizes social media to advertise open positions, and the Professional Development Unit routinely attends job fairs and interacts with local colleges and universities

5. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists. Status: During FY 2019, the Department conducted 8,376 motor vehicle stops which have resulted in the issuance of 1,991 citations and 6,943 written warnings. The Department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Road for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the city. The Department deployed the radar trailer in areas of traffic safety concern throughout the city.

Members of the Department actively participate in the City's Traffic Operations Committee

and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the city. The Department will continue to pursue grant opportunities available by the NH Highway Safety Agency, as well as other entities, to augment the current traffic safety efforts by the Department.

Over the course of FY 2019, the Department issued 1,303 citations for hazardous moving violations as well as 4,076 written warnings for hazardous moving violations. The Department also arrested 109 impaired drivers. During FY2019, the Department has responded to 1,447 reportable traffic crashes, of which 161 involved injury to a total of 201 individuals. During this time frame there were three fatal crashes, as well as 19 crashes involving a pedestrian and eight involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the city to focus attention and address improper driving that may be occurring.

POLICE DEPARTMENT SERVICE INDICATORS:

	2017	2018	2019
<u>SERVICE INDICATORS (Fiscal Year)</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
1. Total Calls for Service	47,968	49,451	47,335
2. Total State Reportable Traffic Accidents	1,291	1,350	1,447
3. Total Traffic Fatalities	1	1	5
4. Total Traffic Summonses Issued	2,029	2,176	1,991
5. Total DWI Arrests	107	133	108
6. Total Domestic Violence Related Arrests	257	293	303
7. Drug Abuse Violations (Persons Arrested)	331	284	307
8. Total Part I Violent Crime Arrests	44	47	31
9. Total Custodial Arrests	2,382	2,611	2,831

¹ Part I Violent Crime include: Murder, Rape, Robbery and Aggravated Assault

RECORDS

The mission of the City Clerk's Office is to efficiently meet all statutory obligations with respect to elections, vital records, and City Council. The City Clerk's Office is responsible for the preservation and management of all vital events occurring within the City. Those vital events include births, marriages and deaths. In addition to vital records, the office records all official documents of the City of Concord. The office conducts and preserves the integrity of all local, state and federal elections. Internally, the office views itself as the liaison between the general public and the Mayor and City Council. The office is responsible for the preparation of all City Council agendas, minutes and official notices.

Notable

It was a busy election year for the City Clerk's Office with four elections held; the September 11, 2018 State Primary; the November 6, 2018 State General Election; a March 5, 2019 Municipal Special Election and a June 4, 2019 Ward Four Special Municipal Election.

<u>SERVICE INDICATORS</u>	<u>FY2018</u>	<u>FY2019</u>
Birth Certificates Issued	2,622	2,750
Marriage Certificates Issued	983	1,170
Death Certificates Issued	2,797	3,850
Divorce Records Issued	202	224
Certified Records Issued	6,604	8,460
Marriage Licenses Issued	404	466
Marriage Ceremonies Performed	123	127
Dog Licenses Issued	5,551	5,127
Notice of Intent to Issue Dog Summons	250	276

Elections

- Staff held Election training sessions prior to the September 11, 2018 State Primary and the November 6, 2018 State General Election.
- Staff held voter registration sessions at many local nursing home facilities, the Homeless Resource Center, New Hampshire Technical Institute (NHTI) and Concord High School assisting residents with voter registration and absentee ballot requests.

<u>SERVICE INDICATORS</u>	<u>FY2018</u>	<u>FY2019</u>
1. Voter Registrations Processed	408	2,551
2. Absentee Voters Serviced	175	1,867
3. Number of Ballots Cast	5,057	28,631

PARKS and RECREATION DEPARTMENT

Mission Statement:

Concord Parks and Recreation is committed to engaging our community with safe, fun, inclusive opportunities to enhance health and wellness by providing programming, parks and recreation facilities

Vision Statement:

Concord Parks and Recreation's vision is to create cutting edge and sustainable recreational resources to connect our community through education, programs and innovative partnerships to ensure an active city to live, work and play

Core Values:

Engaged * Fun * Diverse

The Parks and Recreation Department is responsible for providing diversified programs year-round. Programs include activities for people of all ages and abilities. The Department schedules and maintains 20 outdoor parks (over 220 acres), all city athletic fields, 13 cemeteries, Beaver Meadow Golf Course and the new City-Wide Community Center (formerly Dame School). The Department also manages the schedules and programs for the remaining two community centers, the City Auditorium and the City's seven outdoor pools.

The Department offers year-round programming for all ages. From youth programs, classes, and camps to a very successful drop-in senior program. Over the course of the year, the Department works with over 20 different leagues, three high schools and issued almost 5,000 permits for use of its parks, pools and community centers.

The Department has opportunities for community businesses to help support department activities. If someone is interested in sponsoring an event or making a donation, please contact the Parks and Recreation Director. Sponsorship opportunities are also listed on the Parks and Recreation web site: www.concordparksandrec.com.

Notable

- The new community center opened in June 2018 and, as a result, the majority of 2018 summer camps held at the center were full, many with waiting lists. Over the summer months the new center was open a total of 63 hours a week, 6 days a week. During the late fall, the hours of operation were expanded to 80 hours a week, 7 days a week. The Department added many new programs at the center. Many of the Concord School District's Community Education Programs were brought over to the center with classes starting in September 2018. Other programs added included fitness classes; drop-in adult programs such as Futsal, Basketball, Pickleball, and Volleyball; and youth and family programs, like Family Open Gym. Private rentals increased during the winter with Peak FC and Capital Region Volleyball Club being weekly users throughout the winter.
- The main Park CIP projects handled by the Department this year were Rollins Park Reforestation, full renovation of five of the tennis courts at Memorial Field, renovation of the basketball court at Rolfe Park, continued work on the rock wall at Rollins Park, and LED lights at the basketball courts and hockey rink at White and Merrill Parks. The new Master Plan for Terrill Park was also completed and the project is now fully permitted. Department staff were also involved in the building of the new recreation building at

White Park (former Skate House). Lastly, work was completed at the Perkins Chapel and road renovations were done in Blossom Hill Cemetery.

- The Department continued to be involved in many special events in the city, like the Black Ice Pond Hockey Tournament, the Making Strides Against Breast Cancer Walk, and numerous 5k road races held in parks around the city. The Department coordinated the City's annual July 4th celebration; partnered with the New England Patriots to host a free football clinic coached by former Patriots players; partnered with Red River Theatre to host two "movies in the park" last summer; and hosted several baseball tournaments during the summer that attracted teams from all over New England. The new Citywide Community Center was host to several large events, including the Greater Concord Chamber of Commerce's Business After Hours and the NH Parks & Recreation Association's State Conference.



CITY OF CONCORD

New Hampshire's Main Street™

Finance

October 31, 2019

To the Honorable Mayor, Members of the City Council,
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Comprehensive Annual Financial Report (CAFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2019.

This report is published to provide citizens, City Council, investors and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

The Report

The CAFR is presented in three main sections: Introductory, Financial and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

The MD&A report is designed to be used in conjunction with this transmittal letter and can be found after the independent auditor's report.

The Statistical Section includes financial and demographic information on a ten-year historical basis.

This CAFR does not report on the Funds of the Concord School District, Merrimack Valley School District, or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

Profile of the Government

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 43,412 as of July 1, 2018, a 1.71% increase over the last official census as of April 1, 2010 number of 42,683, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors and the mayor are elected every two years. The four remaining "at-large" councilors are elected to staggered four-year terms, two every two years. The current mayor is former City Councilor James P. Bouley who was first elected mayor in November 2007. In November 2019, he was re-elected for his seventh consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared between the Mayor, City Council, and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government between Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.

Local Economy

Compared to other cities in New Hampshire, New England, and the nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2019 was 2.2%. This compares favorably to New Hampshire's rate of 2.4% and to the United States rate of 3.8 %. Concord's rate also remains the lowest among the top 3 New Hampshire cities with Manchester at 2.6% and Nashua at 2.7%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April, and June 2005.

The assessed value of taxable property as of April 1, 2018 increased overall by 3.74% compared to April 1, 2017. The cumulative total residential, manufactured homes and condominiums increased 5.19% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2018 was \$255,319, up slightly from \$244,011 the year before.

Tax collections percentage as of June 30, 2019 for the 2018 Tax Year was 98.5%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$2.4 million, up \$0.2 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Economic Development Director, Community Development Department and City Administration. Resources include a separate Economic Development website as well as a real estate database to assist site selectors. The Economic Development Director also conducts the City's business visitation program.

In FY19, notable new businesses to Concord included MetalMax Roofing and Siding and ArgenTech Solutions. MetalMax acquired property at 28 Locke Road from which to establish their New England base of operations. ArgenTech Solutions provides state of the art training in unmanned aerial vehicle training and implementation.

FY19 also saw the opening of the Aldi Supermarket at 289 Loudon Road. This facility was the lynchpin for the second phase of the commercial development along the north side of Loudon Road.

The City also continued its efforts to overhaul its zoning ordinance via the implementation of a form-based code in FY19. This work will result in a complete re-understanding of zoning and land use in the community. Implementation of phase 1 of this effort is expected in FY20.

In May 2017, the City entered into a Purchase Option Agreement to sell 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000. Caleb plans to develop a 54-unit workforce housing project at the property. When fully completed, the project will generate \$3 million in new Assessed Value. The developer has secured development permits and approvals for the project, as well as financing. To support the project, the City secured a \$500,000 Community Development Block Grant (CDBG) to complete various infrastructure improvements on behalf of the project. The CDBG funded improvements were underway as of June 30, 2019 and completed in early September 2019 (FY20). The City and Caleb closed on the sale of the property on September 18, 2019. Phase I of Caleb's project (34 units) is underway and will be completed in September 2020.

In October 2017, the City Council approved selling the former NH Employment Security property to Dol Soul Properties L.L.C. for \$1.075 million. The developer planned to construct a new 180,000 SF mixed-use building featuring approximately 125 apartments, 5,000 SF of commercial space, and a 125-space internal parking garage. The development was projected to generate \$20.8 million in new Assessed Value. Upon completing due diligence, Dol Soul determined the project had a financial gap and would not be viable without additional assistance from the City. On August 12, 2019 (FY20), the City Council held a public hearing concerning proposed amendments to the Project's Purchase and Sales/Development Agreement relative to additional City support to resolve the project's funding gap. Ultimately, the City Council voted to not move forward with the amendments and Dol Soul withdrew from the project. The City has reactivated marketing efforts for the site and has been contacted by several interested parties.

Since the completion of the Downtown Complete Streets Project (aka the Main Street Project) in 2016, 88 new market rate dwelling units have been built in the greater Main Street area. These units have tapped into a significant demand for quality housing in Concord demonstrated by a 0.8% vacancy rate for residential.

Long-term Financial Planning

The City Finance Department presents regular financial reports to elected officials and management staff. In addition to these reports, annually and/or as part of the budget process, the City prepares a five-year General Fund operating pro forma and tax rate projection, a twenty-year Capital Improvement Plan and a pro forma for each enterprise and some special revenue funds.

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise/Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2019 operations, and Solid Waste Fund, which receives approximately \$1,000,000 annually.

Financial Position

The City Council has adopted a General Fund balanced budget every year since Fiscal Year 2010, with the exception of Fiscal Year 2012. The Fiscal Year 2012 Budget was adopted using \$300,000 from prior year surplus to help offset the significant funding changes that were occurring with the State Retirement System. Other than Fiscal Year 2014, Fiscal Years 2010 through 2018 reported surpluses ranging from \$369,286 to \$1.5 million. The Fiscal Year 2019 surplus is \$827,599.

The total General Fund Unassigned Fund Balance increased to \$11.8 million after City management assigned \$1,400,000, \$1,100,000 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2020, and the remaining \$300,000 which is assigned for overlay for the settlement of future abatements. The \$11.8 million Unassigned Fund Balance represents a \$398,094 increase over Fiscal Year 2018. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2020 are for transfers to Highway Paving Reserve (\$400,000), Equipment Reserve (\$300,000), Recreation (\$370,000), and office furniture and equipment (\$30,000).

OPEB Action/GASB Statement No. 75

Effective in Fiscal Year 2017, the City adopted Government Accounting Standards Board (GASB) Statement No. 75, as reported in Note 19 of this CAFR. As of June 30, 2019, the net Other Postemployment Benefits (OPEB) liability was \$52.5 million. For June 30, 2018, the City reported a net OPEB liability of \$51.8 million.

Efforts to reduce this liability will be ongoing with continued benefit management and financing alternatives. To date, the City Council has approved the transfer of \$500,000 to an OPEB reserve trust; \$300,000 from 2009 surplus and \$200,000 from 2011 surplus. No transfer is anticipated during Fiscal Year 2020.

Relevant Financial Policies

Goals

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.

The goals address the topics of: Accounting, Auditing and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue & Other Funds Management, Municipal Services Expenditures and Revenues and Tax Rate Management. In addition to the cash management goal cited above; another goal that stands out is Goal E1 under Debt Management that limits debt service to 10 to 14% of total appropriations. For Fiscal Year 2019, this amount was 10.4%.

In Fiscal Year 2013, the City adopted a new Fund Balance, Reserves and CIP Spending Priority Policy. The Policy was established following discussions with the City's outside auditors, receipt of their subsequent Management Letter recommendation and in conjunction with GASB Statement No. 54.

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For fiscal year ending June 30, 2019 the Unassigned Fund Balance was 19.02%.

Credit Rating and Debt Limit

As of December 2018, Standard and Poor's Rating Group affirmed the City's bond rating of AA+ in conjunction with a \$13.34 million General Obligation bond offering and affirmed the AA+ rating on the City's \$98.2 million of outstanding parity debt.

Financial Structure and Management

In accordance with the City Charter and Code of Ordinances, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

Major Initiatives

The Fiscal Year 2019 budget was adopted by the City Council with several major initiatives to further the City's efforts to create a more sustainable and economically viable community. Specific investments include construction of the new multi-purpose recreational building at White Park, construction of a new Fire Training facility on Old Turnpike Road, property acquisition on Hot Hole Pond Road, Police Department communication system upgrades, School Street garage repairs, the rehabilitation of Taxiway A at the airport, irrigation and drainage improvements at Beaver Meadow Golf Course, continuation of the Annual Neighborhood Paving Program, replacement of water mains, and the replacement of a generator at the Hall Street wastewater treatment plant.

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-four consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, NH for its CAFR beginning with the fiscal year ended December 31, 1995, through June 30, 2018 including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current CAFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's CAFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to Melanson Heath for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, members of the City Council and Fiscal Policy Advisory Committee for their leadership, and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism and support, this report would not meet such high standards.

Other Information

Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920s. Presently, the firm of Melanson Heath of Nashua, New Hampshire, conducts the annual audit for the City. In addition, the audit was designed to meet the requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards* (the Uniform Guidance), as applicable. The auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at www.concordnh.gov, where this CAFR is expected to be prominently displayed by December 2019. Also displayed are previous CAFRs and other summary financial information.

Sincerely,



Thomas J. Aspell, Jr.
City Manager

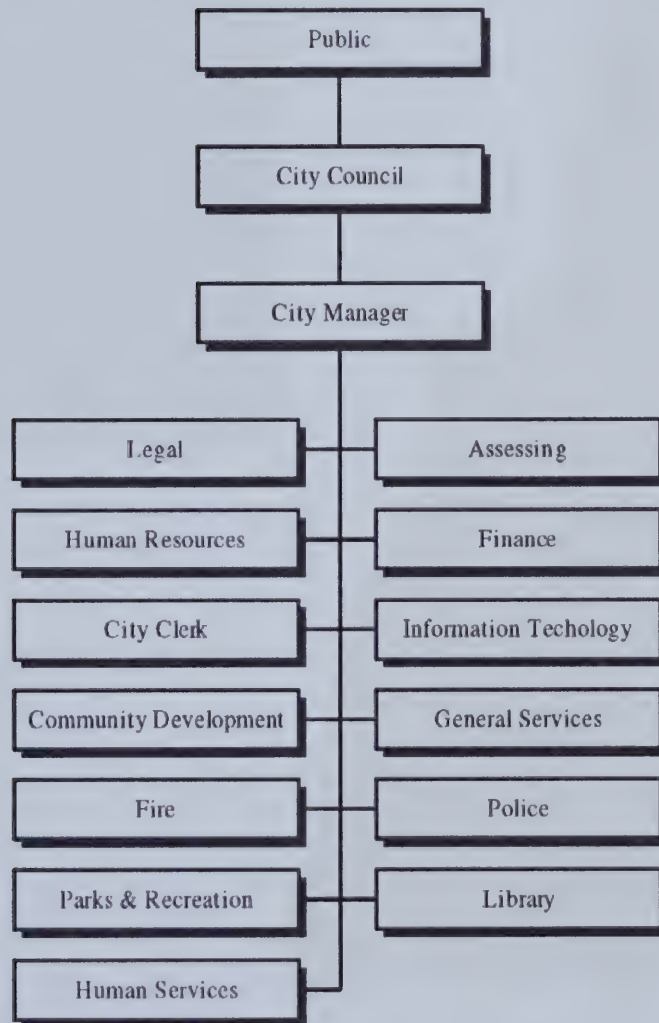


Brian G. LeBrun
Deputy City Manager – Finance



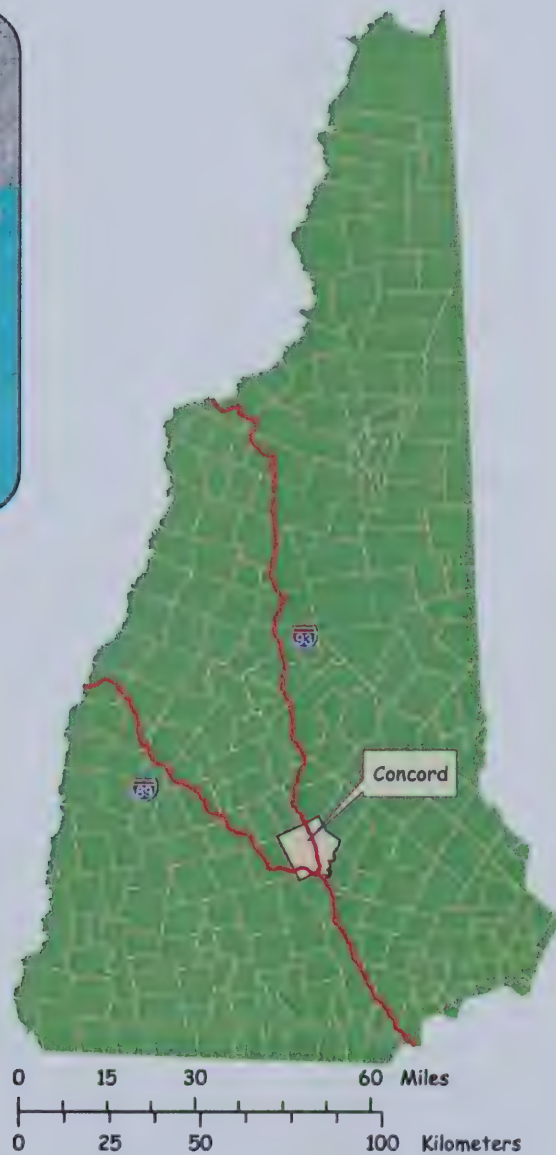
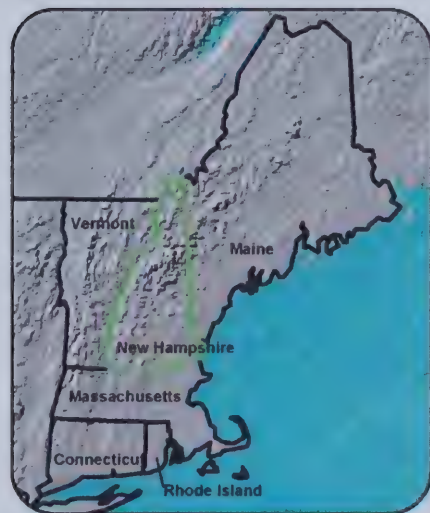
Katherine A. Graff
Assistant Finance Director

CITY OF CONCORD, NEW HAMPSHIRE
TABLE OF ORGANIZATION



City of Concord, NH

Geographic Location



City of Concord, New Hampshire
List of Principal Officials
As of June 30, 2019

Title:

Name:

Elected by the Public:

Mayor	James P. Bouley
Councilor-at-Large	Mark Coen
Councilor-at-Large	Amanda K. Grady Sexton
Councilor-at-Large	Fred Keach
Councilor-at-Large	Byron O. Champlin
Councilor – Ward 1	Brent G. Todd
Councilor – Ward 2	Allan Herschlag
Councilor – Ward 3	Jennifer Kretovic
Councilor – Ward 4	Meredith Hatfield
Councilor – Ward 5	Robert Werner
Councilor – Ward 6	Linda Kenison
Councilor – Ward 7	Keith E. Nyhan
Councilor – Ward 8	Gail R. Matson
Councilor – Ward 9	Candace C.W. Bouchard
Councilor – Ward 10	Zandra Rice Hawkins

Appointed by Council:

City Manager	Thomas J. Aspell
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Appointed by City Manager:

Deputy City Manager – Development	Carlos P. Baia
Deputy City Manager – Finance	Brian G. Lebrun
City Clerk	Janice L. Bonenfant
City Solicitor	James W. Kennedy
Director of Personnel and Labor Relations	Jennifer Johnston
Director of Real Estate Assessments	Kathryn H. Temchack
Director of Redevelopment, Downtown & Special Projects	Matthew R. Walsh
Fire Chief	Daniel L. Andrus
Director of General Services	Earle M. Chesley
Director of Human Services	Karen O. Emis-Williams
Library Director	Andrew T. Fabian
Director of Parks & Recreation	David B. Gill
Police Chief	Bradley C. Osgood
Assistant Finance Director	Katherine A. Graff
Budget Director	Robert J. McManus
City Engineer	David Cedarholm
Code Administrator	David V. Hall
Economic Development Director	Suzanne Pegg
Purchasing Director	Tina M. Waterman
Treasurer / Tax Collector	Dawn K. Enwright



Government Finance Officers Association

**Certificate of
Achievement
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Reporting**

Presented to

**City of Concord
New Hampshire**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2018

Christopher P. Morill

Executive Director/CEO

INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

Additional Offices:
Andover, MA
Greenfield, MA
Manchester, NH
Ellsworth, ME

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

Management's Responsibility for the Financial Statements

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion

on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of June 30, 2019, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, and certain Pension and OPEB schedules be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 98 through 127 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived

from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The Introductory and Statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated October 31, 2019 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering City's internal control over financial reporting and compliance.

Melanson Heath

October 31, 2019

MANAGEMENT'S DISCUSSION AND ANALYSIS

As management of the City of Concord, New Hampshire (the City), we offer readers this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2019. This section should be read in conjunction with the Letter of Transmittal beginning on page 3.

A. OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows/inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water and sewer activities.

Fund financial statements A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental funds Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements,

governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures and Changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund and major capital project fund (post 2008), which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain non-major governmental (special revenue) funds. Budgetary comparison statements have been provided to demonstrate compliance with budgets.

Proprietary funds Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on fees charged to external users. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water and sewer operations. The water and sewer funds are considered major funds.

Fiduciary funds Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to financial statements The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other information In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

B. FINANCIAL HIGHLIGHTS

- As of the close of the current fiscal year, the total of assets and deferred outflows exceeded liabilities and deferred inflows by \$166,981,153 (i.e., net position), a change of \$4,186,736 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$49,734,742, a change of \$7,177,277 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$11,769,490, a change of \$398,095 in comparison to the prior year. In addition, total general fund balance increased by \$1,390,199.

C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

	NET POSITION					
	Governmental Activities		Business-Type Activities		Total	
	2019	2018	2019	2018	2019	2018
Current and other assets	\$ 123,852	\$ 112,187	\$ 17,024	\$ 21,261	\$ 140,876	\$ 133,448
Capital assets	185,042	177,496	128,477	131,355	313,519	308,851
Total assets	308,894	289,683	145,501	152,616	454,395	442,299
Deferred outflows of resources	15,138	18,356	1,125	1,387	16,263	19,743
Total assets and deferred outflows	\$ 324,032	\$ 308,039	\$ 146,626	\$ 154,003	\$ 470,658	\$ 462,042
Long-term liabilities outstanding	\$ 176,398	\$ 175,675	\$ 45,539	\$ 46,639	\$ 221,937	\$ 222,314
Other liabilities	10,532	9,537	1,268	3,138	11,800	12,675
Total liabilities	186,930	185,212	46,807	49,777	233,737	234,989
Deferred inflows of resources	69,286	63,836	654	422	69,940	64,258
Net investment in capital assets	122,377	118,413	97,533	99,470	219,910	217,883
Restricted	20,072	20,238	1,201	1,389	21,273	21,627
Unrestricted	(74,633)	(79,660)	431	2,945	(74,202)	(76,715)
Total net position	67,816	58,991	99,165	103,804	166,981	162,795
Total liabilities, deferred inflows and net position	\$ 324,032	\$ 308,039	\$ 146,626	\$ 154,003	\$ 470,658	\$ 462,042

The largest portion of net position \$219,910,008 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$21,273,173 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position reflects a deficit of \$(74,202,028) primarily resulting from the City's unfunded net pension and net OPEB liabilities.

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. At the close of the most recent fiscal year, total net position was \$166,981,153 a change of \$4,186,736 in comparison to the prior year.

CHANGES IN NET POSITION

	Governmental Activities		Business-Type Activities		Total	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
Revenues:						
Program revenues:						
Charges for services	\$ 14,190	\$ 10,259	\$ 12,951	\$ 17,940	\$ 27,141	\$ 28,199
Operating grants and contributions	4,392	4,414	284	356	4,676	4,770
Capital grants and contributions	2,144	3,324	50	56	2,194	3,380
General revenues:						
Property taxes	51,593	48,553	-	-	51,593	48,553
Penalties and interest on taxes	1,057	731	-	-	1,057	731
Investment income	2,532	1,905	291	228	2,823	2,133
Other	1,480	927	212	136	1,692	1,063
Total revenues	77,389	70,113	13,788	18,716	91,177	88,829
Expenses:						
General government	9,015	9,413	-	-	9,015	9,413
Public safety	31,027	29,777	-	-	31,027	29,777
General services	17,357	12,469	-	-	17,357	12,469
Community development	6,204	5,667	-	-	6,204	5,667
Leisure and information services	7,281	5,536	-	-	7,281	5,536
Human services	684	661	-	-	684	661
Interest on long-term debt	2,364	2,023	-	-	2,364	2,023
Water operations	-	-	5,760	5,587	5,760	5,587
Sewer operations	-	-	7,574	7,745	7,574	7,745
Solid waste operations	-	-	-	4,036	-	4,036
Other operations	-	-	-	1,582	-	1,582
Total expenses	73,932	65,546	13,334	18,950	87,266	84,496
Change in net position before transfers and contributions	3,457	4,567	454	(234)	3,911	4,333
Transfers in (out)	2,353	1,185	(2,353)	(1,185)	-	-
Permanent fund contributions	275	269	-	-	275	269
Change in net position	6,085	6,021	(1,899)	(1,419)	4,186	4,602
Net position - beginning of year, as restated	61,731	52,970	101,064	105,223	162,795	158,193
Net position - end of year	\$ 67,816	\$ 58,991	\$ 99,165	\$ 103,804	\$ 166,981	\$ 162,795

Governmental activities. Governmental activities for the year resulted in a change in net position of \$6,085,009. Key elements of this change are as follows:

Capital grants and contributions	\$ 2,144,175
General fund operations	2,006,769
Permanent funds excess of revenues over expenditures	1,184,855
Debt service funds excess of revenues over expenditures	1,290,730
Change in net OPEB liability	(261,944)
Change in OPEB related deferred inflows and outflows	(1,339,773)
Change in net pension liability	4,665,616
Change in pension related deferred inflows and outflows	(5,024,366)
Other	<u>1,418,947</u>
Total	<u>\$ 6,085,009</u>

Business-type activities. Business-type activities for the year resulted in a change in net position of \$(1,898,273). The change primarily results from the use of available net position and depreciation expense (not raised in the rates) exceeding debt service principal payments (raised in the rates).

D. FINANCIAL ANALYSIS OF FUNDS

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$49,734,742, a change of \$7,177,277 in comparison with the prior year.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was \$11,769,490, while total fund balance was \$18,904,212. As a measure of the general fund's liquidity, it may be

useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/19</u>	<u>6/30/18</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 11,769,490	\$ 11,371,395	\$ 398,095	19.0%
Total fund balance ⁽¹⁾	\$ 18,904,212	\$ 17,514,013	\$ 1,390,199	30.5%

⁽¹⁾ Includes capital reserve funds.

The unassigned amount exceeded the City Council Fund Balance Policy minimum requirement of 18.5%.

The total General Fund balance increased by \$1,390,199 during the fiscal year. The following table highlights the change in our General Fund balance accounts (in thousands):

	<u>Unassigned</u>	<u>Assigned</u>	<u>Committed</u>	<u>Non- spendable</u>	<u>Total</u>
Beginning of year	\$ 11,371	\$ 975	\$ 4,792	\$ 376	\$ 17,514
Liquidation	-	(975)	-	-	(975)
Revenues and transfers over budget	1,478	-	-	-	1,478
Expenditures and transfers under budget	823	-	-	-	823
Transfers	(1,400)	1,400	-	-	-
Reserve fund changes	(563)	-	563	-	-
Other	60	-	-	4	64
End of Year	<u>\$ 11,769</u>	<u>\$ 1,400</u>	<u>\$ 5,355</u>	<u>\$ 380</u>	<u>\$ 18,904</u>

Included in the total general fund committed fund balance is the City's capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/19</u>	<u>6/30/18</u>	<u>Change</u>
Insured retention	\$ 26,144	\$ 232,326	\$ (206,182)
Highways	2,478,584	1,542,669	935,915
Economic development	579,012	680,690	(101,678)
Equipment	52,507	103,160	(50,653)
OPEB	1,011,674	930,946	80,728
Community improvement	196,811	173,166	23,645
Recreation	863,640	1,018,055	(154,415)
Other	146,140	110,902	35,238
Total	<u>\$ 5,354,512</u>	<u>\$ 4,791,914</u>	<u>\$ 562,598</u>

The major capital project fund had a net change in fund balance of \$3,149,099. Most of capital outlay was spent on three projects, \$1,744,751 for the school street garage repairs, \$1,086,866 for the multi-purpose recreation building, and \$1,049,274 for Taxiway A construction. The funding sources for both projects were mostly received in the current year. At the end of fiscal year 2019, the fund

had \$5,713,066 in fund balance, which related to unspent proceeds of debt and other funding sources of \$6,424,546 and deficit balance of \$711,480 which primarily relates to authorized unissued debt.

Proprietary funds. Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the proprietary funds at the end of the year amounted to \$430,712, a change of \$(770,799) in comparison to the prior year.

Factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.

E. GENERAL FUND BUDGETARY HIGHLIGHTS

Differences between the original budget and the final amended budget resulted in an overall change in appropriations of \$2,666,287. The majority of this increase results from two supplemental resolutions. In December 2018, the City amended the budget by increasing transfers out to the capital reserve funds by \$975,000 funded by fiscal year 2018 assigned fund balance. In July 2019 (retroactive to June 2019), the City amended the budget by increasing transfers out to the highway reserve trust fund by \$1,000,000, funded by property taxes and interest income. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

Motor vehicle registration revenue remains strong and exceeded our budget by more than \$500K. The favorable variance in our Charges for Service revenues results primarily from an increase in ambulance service charges. A large portion of the unspent appropriation represents contingency funds, which are reported in the general overhead budget.

F. CAPITAL ASSET AND DEBT ADMINISTRATION

Capital assets. Total investment in capital assets for governmental and business-type activities at year-end amounted to \$313,519,186 (net of accumulated depreciation), a change of \$4,668,942 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges.

Major capital asset events during the fiscal year included school street garage renovations, Taxiway A Construction, and a multi-purpose recreation building.

Credit rating. The City is currently assigned an "Aa1" rating from Moody's for general obligation debt and an "AA+" rating for Standard and Poor's for general obligation debt.

Long-term debt. At the end of the current fiscal year, total bonded debt outstanding, including unamortized bond premiums, was \$102,272,320, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 9 and 14, respectively, of this report.

G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the Local Economy.

Following is a comparison of the fiscal 2019 adopted to the fiscal 2020 adopted City General Fund budget and tax rate:

	2019 COUNCIL ADOPTED	2020 COUNCIL ADOPTED
<u>Use of Funds</u>		
Budget Appropriations	\$ 65,104,962	\$ 66,524,857
War Credits	267,400	267,400
Overlay	300,000	300,000
Total Uses of Funds	<u>\$ 65,672,362</u>	<u>\$ 67,092,257</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 24,287,252	\$ 24,650,628
Surplus (Prior Year Undesignated Fund Balance)	-	-
Amount to be raised by property taxes	41,385,110	42,441,629
Total Sources of Funds	<u>\$ 65,672,362</u>	<u>\$ 67,092,257</u>
	2019 COUNCIL ADOPTED	2020 COUNCIL ADOPTED
<u>TAX RATE DETERMINATION</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 4,055,231	\$ 4,205,811
Amount to be Raised	\$ 41,385,110	\$ 42,441,629
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 10.21	\$ 10.09 **
Prior Year Tax Rate/\$ 1,000 A.V.	9.84	9.90 *
Increase over Prior Year	\$ 0.37	\$ 0.19
% Change	3.72%	1.92%
* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$3,853,334,193 for municipal purposes and a tax rate of \$9.90 per \$1,000 of assessed value.		
** Portion of Recommended Tax Rate Allocated to Debt Service		1.75
Portion of Prior Year Tax Rate Allocated to Debt Service		<u>1.67</u>
Increase over Prior Year		0.08
% Change		4.8%
** Portion of Recommended Tax Rate Allocated to All Other Costs		8.34
Portion of Prior Year Tax Rate Allocated to All Other Costs		<u>8.23</u>
Increase over Prior Year		0.11
% Change		1.3%

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance
City of Concord, New Hampshire
41 Green Street
Concord, New Hampshire 03301

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET POSITION

JUNE 30, 2019

	Governmental Activities	Business-Type Activities	Total
Assets			
Current:			
Cash and short-term equivalents	\$ 63,320,209	\$ 14,485,425	\$ 77,805,634
Investments	19,076,183	-	19,076,183
Receivables, net of allowance for uncollectibles:			
Property taxes	37,689,036	-	37,689,036
Accounts	2,671,875	-	2,671,875
User fees	-	1,229,783	1,229,783
Intergovernmental	-	189,609	189,609
Loans	494,153	-	494,153
Other	-	76,311	76,311
Other assets	<u>600,690</u>	<u>31,248</u>	<u>631,938</u>
Total current assets	123,852,146	16,012,376	139,864,522
Noncurrent:			
Receivables:			
Intergovernmental	-	1,011,825	1,011,825
Capital assets:			
Land and construction in progress	66,822,809	13,508,149	80,330,958
Other capital assets, net of accumulated depreciation	<u>118,219,032</u>	<u>114,969,196</u>	<u>233,188,228</u>
Total non-current assets	<u>185,041,841</u>	<u>129,489,170</u>	<u>314,531,011</u>
Total Assets	308,893,987	145,501,546	454,395,533
Deferred Outflows of Resources			
Related to pensions	11,534,021	642,906	12,176,927
Related to OPEB	3,502,571	305,305	3,807,876
Related to refunding	<u>101,184</u>	<u>176,740</u>	<u>277,924</u>
Total deferred outflows of resources	<u>15,137,776</u>	<u>1,124,951</u>	<u>16,262,727</u>
Total Assets and Deferred Outflows of Resources	\$ <u>324,031,763</u>	\$ <u>146,626,497</u>	\$ <u>470,658,260</u>

(continued)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET POSITION

JUNE 30, 2019

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Liabilities			
Current:			
Accounts payable	\$ 3,571,632	\$ 331,786	\$ 3,903,418
Retainage payable	773,415	317,007	1,090,422
Accrued liabilities	2,062,804	534,578	2,597,382
Due to other governments	112,640	-	112,640
Notes payable	3,510,000	-	3,510,000
Other current liabilities	501,622	84,931	586,553
Current portion of long-term liabilities:			
Bonds and loans payable	6,882,291	3,882,866	10,765,157
Other liabilities	<u>2,306,505</u>	<u>172,460</u>	<u>2,478,965</u>
Total current liabilities	19,720,909	5,323,628	25,044,537
Noncurrent:			
Bonds and loans payable, net of current portion	58,413,256	33,093,907	91,507,163
Net pension liability	60,364,827	3,405,691	63,770,518
Net OPEB liability	47,516,207	4,983,587	52,499,794
Other liabilities, net of current portion	<u>914,611</u>	<u>-</u>	<u>914,611</u>
Total non-current liabilities	<u>167,208,901</u>	<u>41,483,185</u>	<u>208,692,086</u>
Total Liabilities	186,929,810	46,806,813	233,736,623
Deferred Inflows of Resources			
Related to pensions	4,648,457	248,417	4,896,874
Related to OPEB	3,429,658	405,903	3,835,561
Related to taxes	<u>61,208,049</u>	<u>-</u>	<u>61,208,049</u>
Total Deferred Inflows of Resources	69,286,164	654,320	69,940,484
Net Position			
Net investment in capital assets	122,376,790	97,533,218	219,910,008
Restricted for:			
Grants and other statutory restrictions	1,472,257	-	1,472,257
Enabling legislation	4,017,976	-	4,017,976
Permanent funds:			
Nonexpendable	14,581,506	-	14,581,506
Debt service	-	1,201,434	1,201,434
Unrestricted	<u>(74,632,740)</u>	<u>430,712</u>	<u>(74,202,028)</u>
Total Net Position	<u>67,815,789</u>	<u>99,165,364</u>	<u>166,981,153</u>
Total Liabilities, Deferred Inflows of Resources and Net Position	<u>\$ 324,031,763</u>	<u>\$ 146,626,497</u>	<u>\$ 470,658,260</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2019

	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expenses) Revenues</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	
Governmental Activities					
General government	\$ 9,015,373	\$ 1,776,553	\$ 4,157,132	\$ 2,109,700	\$ (971,988)
Public safety	31,026,528	5,181,322	225,247	34,475	(25,585,484)
General services	17,356,797	124,029	-	-	(17,232,768)
Community development	6,203,541	1,395,595	-	-	(4,807,946)
Leisure and information services	7,281,214	5,712,539	-	-	(1,568,675)
Human services	684,346	-	9,162	-	(675,184)
Interest on long-term debt	<u>2,364,260</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(2,364,260)</u>
Total Governmental Activities	73,932,059	14,190,038	4,391,541	2,144,175	(53,206,305)
Business-Type Activities					
Water	5,759,593	6,069,506	39,743	-	349,656
Sewer	<u>7,573,587</u>	<u>6,881,034</u>	<u>244,128</u>	<u>50,360</u>	<u>(398,065)</u>
Total Business-Type Activities	<u>13,333,180</u>	<u>12,950,540</u>	<u>283,871</u>	<u>50,360</u>	<u>(48,409)</u>
Total	<u>\$ 87,265,239</u>	<u>\$ 27,140,578</u>	<u>\$ 4,675,412</u>	<u>\$ 2,194,535</u>	<u>\$ (53,254,714)</u>

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2019

(continued)

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenue from previous page	\$ (53,206,305)	\$ (48,409)	\$ (53,254,714)
General Revenues, Transfers, and Contributions			
Property taxes	51,593,205	-	51,593,205
Penalties, interest and other taxes	1,057,297	-	1,057,297
Grants and contributions not restricted to specific programs	503	-	503
Investment income	2,532,075	290,552	2,822,627
Miscellaneous	1,480,107	212,470	1,692,577
Transfers, net	2,352,886	(2,352,886)	-
Permanent fund contributions	<u>275,241</u>	<u>-</u>	<u>275,241</u>
Total general revenues, transfers, and contributions	<u>59,291,314</u>	<u>(1,849,864)</u>	<u>57,441,450</u>
Change in Net Position	6,085,009	(1,898,273)	4,186,736
Net Position			
Beginning of year, as restated	<u>61,730,780</u>	<u>101,063,637</u>	<u>162,794,417</u>
End of year	<u>\$ 67,815,789</u>	<u>\$ 99,165,364</u>	<u>\$ 166,981,153</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2019

	<u>General</u>	<u>Major Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Assets				
Cash and short-term equivalents	\$ 45,298,514	\$ 8,721,370	\$ 9,300,325	\$ 63,320,209
Investments	972,749	-	18,103,434	19,076,183
Receivables:				
Property taxes	37,689,036	-	-	37,689,036
Accounts	873,858	931,002	867,015	2,671,875
Loans	-	-	494,153	494,153
Inventory	214,204	-	212,203	426,407
Prepays	166,006	-	8,277	174,283
Total Assets	<u>\$ 85,214,367</u>	<u>\$ 9,652,372</u>	<u>\$ 28,985,407</u>	<u>\$ 123,852,146</u>
Liabilities				
Accounts payable	\$ 1,177,832	\$ 1,591,663	\$ 802,136	\$ 3,571,631
Retainage payable	-	773,415	-	773,415
Accrued liabilities	1,054,179	-	118,978	1,173,157
Notes payable	-	1,520,000	1,990,000	3,510,000
Compensated absences	-	-	56,113	56,113
Other liabilities	333,340	54,228	236,777	624,345
Due to other governments	112,640	-	-	112,640
Total Liabilities	2,677,991	3,939,306	3,204,004	9,821,301
Deferred Inflows of Resources				
Taxes collected in advance	24,218,925	-	-	24,218,925
Unavailable revenues	39,413,239	-	663,938	40,077,177
Total Deferred Inflows of Resources	63,632,164	-	663,938	64,296,102
Fund Balances				
Nonspendable	380,210	-	11,229,848	11,610,058
Restricted	-	5,986,520	11,162,416	17,148,936
Committed	5,354,512	438,026	4,476,086	10,268,624
Assigned	1,400,000	-	-	1,400,000
Unassigned	11,769,490	(711,480)	(1,750,885)	9,307,125
Total Fund Balances	<u>18,904,212</u>	<u>5,713,066</u>	<u>25,117,465</u>	<u>49,734,743</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 85,214,367</u>	<u>\$ 9,652,372</u>	<u>\$ 28,985,407</u>	<u>\$ 123,852,146</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
RECONCILIATION OF TOTAL GOVERNMENTAL FUND
BALANCES TO NET POSITION OF GOVERNMENTAL
ACTIVITIES IN THE STATEMENT OF NET POSITION

JUNE 30, 2019

Total governmental fund balances	\$ 49,734,743
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	185,041,841
• Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	3,324,828
• Deferred outflows of resources related to pensions resulting from contributions subsequent to the measurement date and change in assumptions, change in proportion, and change in expected versus actual experience will be recognized as increase to pension expense in the years ending June 30, 2020 through June 30, 2023.	11,534,021
• Deferred outflows of resources related to OPEB resulting from contributions subsequent to the measurement date, change in proportion and differences between expected and actual experience will be recognized as an increase in OPEB expense in the years ending June 30, 2020 through June 30, 2023.	3,502,571
• Deferred outflows of resources related to deferred amount on advance refunding will be recognized in the years ending ending June 30, 2020 through June 30, 2027.	101,184
• Deferred inflows of resources related to pensions resulting from projected vs. actual earnings, changes in experiences and changes in proportion will be recognized as a reduction of pension expense in the years ending June 30, 2020 through June 30, 2023.	(4,648,457)
• Deferred inflows of resources related to OPEB resulting from changes in assumption, differences between expected and actual experience and difference from projected vs actual earnings will be recognized as a reduction of OPEB expense in the years ending June 30, 2020 through June 30, 2023.	(3,429,658)
• Interest accrued on outstanding long-term debt.	(1,003,700)
• Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(65,295,547)
Net pension liability	(60,364,827)
Net OPEB liability	(47,516,207)
Other (compensated absences, landfill closure liability, etc.)	(3,165,003)
Net position of governmental activities	\$ 67,815,789

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2019

	<u>General</u>	<u>Major Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues				
Taxes	\$ 49,848,891	\$ -	\$ 1,718,727	\$ 51,567,618
Licenses and permits	1,211,310	-	-	1,211,310
Intergovernmental	4,924,431	985,290	176,114	6,085,835
Charges for services	5,522,699	-	7,826,552	13,349,251
Investment income	1,052,259	-	1,479,817	2,532,076
Contributions	-	44,025	681,601	725,626
Miscellaneous	1,329,320	145,144	954,143	2,428,607
Total Revenues	63,888,910	1,174,459	12,836,954	77,900,323
Expenditures				
General government	8,447,969	97,268	332,332	8,877,569
Public safety	27,978,123	-	830,638	28,808,761
General services	9,062,333	-	4,625,866	13,688,199
Community development	3,523,917	-	522,230	4,046,147
Leisure and information services	5,167,989	-	1,516,279	6,684,268
Human services	679,546	-	-	679,546
Debt service				
Principal	5,203,475	-	1,152,775	6,356,250
Interest	1,818,788	-	398,257	2,217,045
Capital outlay	-	11,401,864	631,241	12,033,105
Total Expenditures	61,882,140	11,499,132	10,009,618	83,390,890
Excess (deficiency) of revenues over expenditures	2,006,770	(10,324,673)	2,827,336	(5,490,567)
Other Financing Sources (Uses)				
Issuance of bonds	-	9,295,300	315,600	9,610,900
Bond premium	-	684,659	19,400	704,059
Transfers in	3,648,080	3,493,813	1,999,144	9,141,037
Transfers out	(4,264,651)	-	(2,523,500)	(6,788,151)
Total Other Financing Sources (Uses)	(616,571)	13,473,772	(189,356)	12,667,845
Net change in fund balance	1,390,199	3,149,099	2,637,980	7,177,278
Fund Balance, at Beginning of Year, as restated	17,514,013	2,563,967	22,479,485	42,557,465
Fund Balance, at End of Year	\$ 18,904,212	\$ 5,713,066	\$ 25,117,465	\$ 49,734,743

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
RECONCILIATION OF THE STATEMENT OF REVENUES,
EXPENDITURES, AND CHANGES IN FUND BALANCES OF
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2019

Net changes in fund balances - total governmental funds	\$ 7,177,278																														
<ul style="list-style-type: none"> Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: <table> <tr> <td>Capital outlay</td><td style="text-align: right;">11,654,635</td></tr> <tr> <td>Loss on disposal of assets</td><td style="text-align: right;">(10,779)</td></tr> <tr> <td>Depreciation</td><td style="text-align: right;">(6,409,165)</td></tr> </table> Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures, and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., property, liens, land use, and timber yield) differ between the two statements. This amount represents the net change in deferred revenue. <div style="text-align: right;">(344,972)</div> The issuance of long-term debt (i.e., bonds) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position: <table> <tr> <td>Repayments of debt</td><td style="text-align: right;">6,356,251</td></tr> <tr> <td>Issuance of debt</td><td style="text-align: right;">(9,610,900)</td></tr> <tr> <td>Bond premiums</td><td style="text-align: right;">(704,059)</td></tr> <tr> <td>Amortization of bond premiums</td><td style="text-align: right;">108,827</td></tr> <tr> <td>Amortization of refunding</td><td style="text-align: right;">(12,648)</td></tr> </table> In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. <div style="text-align: right;">(156,811)</div> Pension and OPEB related inflows and outflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities. <table> <tr> <td>Net pension liability</td><td style="text-align: right;">4,665,616</td></tr> <tr> <td>Pension related deferred inflows and outflows of resources</td><td style="text-align: right;">(5,024,366)</td></tr> <tr> <td>Net other post employment benefits liability</td><td style="text-align: right;">(261,944)</td></tr> <tr> <td>OPEB related deferred inflows and outflows of resources</td><td style="text-align: right;">(1,339,773)</td></tr> </table> Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds. <table> <tr> <td>Compensated absences</td><td style="text-align: right;">(36,776)</td></tr> <tr> <td>Capital lease</td><td style="text-align: right;">9,595</td></tr> <tr> <td>Landfill post-closure liability</td><td style="text-align: right;">25,000</td></tr> </table> 	Capital outlay	11,654,635	Loss on disposal of assets	(10,779)	Depreciation	(6,409,165)	Repayments of debt	6,356,251	Issuance of debt	(9,610,900)	Bond premiums	(704,059)	Amortization of bond premiums	108,827	Amortization of refunding	(12,648)	Net pension liability	4,665,616	Pension related deferred inflows and outflows of resources	(5,024,366)	Net other post employment benefits liability	(261,944)	OPEB related deferred inflows and outflows of resources	(1,339,773)	Compensated absences	(36,776)	Capital lease	9,595	Landfill post-closure liability	25,000	
Capital outlay	11,654,635																														
Loss on disposal of assets	(10,779)																														
Depreciation	(6,409,165)																														
Repayments of debt	6,356,251																														
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OPEB related deferred inflows and outflows of resources	(1,339,773)																														
Compensated absences	(36,776)																														
Capital lease	9,595																														
Landfill post-closure liability	25,000																														
Change in net position of governmental activities	\$ <u>6,085,009</u>																														

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2019

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
Revenues				
Property Taxes	\$ 50,479,747	\$ 51,329,336	\$ 51,958,260	\$ 628,924
Licenses and permits	1,108,910	1,108,910	1,215,336	106,426
Intergovernmental	2,625,430	2,727,121	2,734,322	7,201
Charges for services	4,956,851	4,994,598	5,192,644	198,046
Investment income	582,460	582,460	895,936	313,476
Miscellaneous	<u>1,115,070</u>	<u>1,259,380</u>	<u>1,655,348</u>	<u>395,968</u>
Total Revenues	60,868,468	62,001,805	63,651,846	1,650,041
Expenditures				
General government	8,802,008	8,862,008	8,273,435	588,573
Public safety	26,812,360	26,907,107	27,004,638	(97,531)
General services	9,501,931	9,504,374	9,507,779	(3,405)
Community development	3,451,988	3,471,525	3,346,215	125,310
Leisure and information services	5,068,645	5,090,255	4,858,327	231,928
Human services	707,989	707,989	658,686	49,303
Employee benefits	2,306,830	2,306,830	2,292,328	14,502
Debt service	<u>6,943,230</u>	<u>6,943,230</u>	<u>6,935,810</u>	<u>7,420</u>
Total Expenditures	<u>63,594,981</u>	<u>63,793,318</u>	<u>62,877,218</u>	<u>916,100</u>
Excess (deficiency) of revenue over expenditures	(2,726,513)	(1,791,513)	774,628	2,566,141
Other Financing Sources (Uses)				
Transfers in	4,236,494	4,296,494	4,124,046	(172,448)
Transfers out	(1,509,981)	(3,977,931)	(4,071,075)	(93,144)
Budgetary use of fund balance	<u>-</u>	<u>1,472,950</u>	<u>-</u>	<u>(1,472,950)</u>
Total Other Financing Sources (Uses)	<u>2,726,513</u>	<u>1,791,513</u>	<u>52,971</u>	<u>(1,738,542)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>827,599</u>	\$ <u>827,599</u>

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2019

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Assets			
Current:			
Cash and short-term equivalents	\$ 6,042,856	\$ 8,442,569	\$ 14,485,425
Receivables:			
User fees	594,991	634,792	1,229,783
Intergovernmental	-	189,609	189,609
Other	-	76,311	76,311
Prepays	14,123	8,337	22,460
Inventory	8,788	-	8,788
Total current assets	6,660,758	9,351,618	16,012,376
Noncurrent:			
Intergovernmental	-	1,011,825	1,011,825
Capital assets:			
Land and construction in progress	5,966,910	7,541,239	13,508,149
Other capital assets, net of accumulated depreciation	60,197,196	54,772,000	114,969,196
Total noncurrent assets	66,164,106	63,325,064	129,489,170
Total Assets	72,824,864	72,676,682	145,501,546
Deferred Outflows of Resources			
Related to pensions	304,439	338,467	642,906
Related to OPEB	138,878	166,427	305,305
Related to refunding	112,092	64,648	176,740
Total deferred outflows of resources	555,409	569,542	1,124,951
Total Assets and Deferred Outflows of Resources	\$ 73,380,273	\$ 73,246,224	\$ 146,626,497
Liabilities			
Current:			
Accounts payable	163,065	168,721	331,786
Retainage payable	208,074	108,933	317,007
Accrued liabilities	235,266	299,312	534,578
Other current liabilities	75,868	9,063	84,931
Current portion of long-term liabilities:			
Bonds and loans payable	1,456,245	2,426,621	3,882,866
Other liabilities	84,945	87,515	172,460
Total current liabilities	2,223,463	3,100,165	5,323,628
Noncurrent:			
Bonds and loans payable, net of current portion	14,797,157	18,296,750	33,093,907
Net pension liability	1,596,907	1,808,784	3,405,691
Net OPEB liability	2,265,539	2,718,048	4,983,587
Total noncurrent liabilities	18,659,603	22,823,582	41,483,185
Total Liabilities	20,883,066	25,923,747	46,806,813
Deferred Inflows of Resources			
Related to pensions	115,748	132,669	248,417
Related to OPEB	184,435	221,468	405,903
Total Deferred Inflows of Resources	300,183	354,137	654,320
Net Position			
Net investment in capital assets	51,732,765	45,800,453	97,533,218
Restricted for debt service	-	1,201,434	1,201,434
Unrestricted	464,259	(33,547)	430,712
Total Net Position	52,197,024	46,968,340	99,165,364
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 73,380,273	\$ 73,246,224	\$ 146,626,497

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2019

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Operating Revenues			
Charges for services	\$ 6,069,506	\$ 6,881,034	\$ 12,950,540
Other	103,051	109,419	212,470
Total Operating Revenues	6,172,557	6,990,453	13,163,010
Operating Expenses			
Salaries and benefits	2,115,007	2,771,570	4,886,577
Other operating expenses	1,026,799	1,554,202	2,581,001
Depreciation	2,068,463	2,605,316	4,673,779
Total Operating Expenses	5,210,269	6,931,088	12,141,357
Operating Income	962,288	59,365	1,021,653
Nonoperating Revenues (Expenses)			
Investment income	119,423	171,129	290,552
Intergovernmental	39,743	244,128	283,871
Interest expense	(549,324)	(642,499)	(1,191,823)
Total Nonoperating Revenues (Expenses), Net	(390,158)	(227,242)	(617,400)
Income (Loss) Before Contributions and Transfers	572,130	(167,877)	404,253
Capital contributions	-	50,360	50,360
Transfers in	33,135	515,520	548,655
Transfers out	(1,132,564)	(1,768,977)	(2,901,541)
Change in Net Position	(527,299)	(1,370,974)	(1,898,273)
Net Position at Beginning of Year, as restated	52,724,323	48,339,314	101,063,637
Net Position at End of Year	\$ 52,197,024	\$ 46,968,340	\$ 99,165,364

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2019

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Cash Flows from Operating Activities			
Receipts from customers and users	\$ 6,153,624	\$ 6,942,160	\$ 13,095,784
Payments to employees for services	(2,058,378)	(2,401,412)	(4,459,790)
Payments to vendor for goods and services	(1,398,168)	(2,147,116)	(3,545,284)
Net Cash Provided By Operating Activities	2,697,078	2,393,632	5,090,710
Cash Flows from Noncapital Financing Activities			
Intergovernmental revenues	39,743	433,480	473,223
Transfers in	33,135	515,520	548,655
Transfers out	(1,132,564)	(1,768,977)	(2,901,541)
Net Cash (Used For) Noncapital Financing Activities	(1,059,686)	(819,977)	(1,879,663)
Cash Flows from Capital and Related Financing Activities			
Proceeds from issuance of bonds	1,180,300	2,548,800	3,729,100
Principal payments on bonds	(1,531,626)	(2,237,982)	(3,769,608)
Bond premium	109,200	259,700	368,900
Acquisition and construction of capital assets, net disposals	(1,778,435)	(2,329,596)	(4,108,031)
Capital contributions	-	50,360	50,360
Interest expense	(544,749)	(604,416)	(1,149,165)
Net Cash (Used For) Capital and Related Financing Activities	(2,565,310)	(2,313,134)	(4,878,444)
Cash Flow from Investing Activities			
Investment income	119,423	171,129	290,552
Net Cash Provided by Investing Activities	119,423	171,129	290,552
Net Change in Cash and Short-Term Equivalents	(808,495)	(568,350)	(1,376,845)
Cash and Short-Term Equivalents, Beginning of Year	6,851,351	9,010,919	15,862,270
Cash and Short-Term Equivalents, End of Year	\$ 6,042,856	\$ 8,442,569	\$ 14,485,425
Reconciliation of Operating Income to Net Cash Provided by Operating Activities			
Operating income	\$ 962,288	\$ 59,365	\$ 1,021,653
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	2,068,463	2,605,316	4,673,779
Bond premium amortization	(40,480)	(45,564)	(86,044)
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	21,546	(2,730)	18,816
Other assets	(5,473)	-	(5,473)
Accounts payable	(365,739)	(500,053)	(865,792)
Retainage payable	(10,616)	(97,628)	(108,244)
Compensated absences	6,109	(10,017)	(3,908)
Net pension liability	(263,043)	(217,497)	(480,540)
Net OPEB liability	77,677	339,164	416,841
Deferred inflows	98,360	134,248	232,608
Deferred outflows	137,526	124,260	261,786
Other liabilities	10,460	4,768	15,228
Net Cash Provided By Operating Activities	\$ 2,697,078	\$ 2,393,632	\$ 5,090,710

The accompanying notes are an integral part of these financial statements.

CITY OF CONCORD, NEW HAMPSHIRE
FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET POSITION
JUNE 30, 2019

	Agency Fund
Assets	
Cash and short-term equivalents	\$ <u>292,963</u>
Total Assets	\$ <u><u>292,963</u></u>
Liabilities	
Other liabilities	\$ <u>292,963</u>
Total Liabilities	\$ <u><u>292,963</u></u>

The accompanying notes are an integral part of these financial statements.

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2019

Class of Community	NAME OF TRUST FUND	Use and Type	United Purpose	United Use Market	PURPOSE OF TRUST FUND	NON-MEMBERED	MEMBER/A		MEMBER/B		TOTAL		
							Balance Beginning Year	Additional New Funds Created	Withdrawals	Gains or (Losses) on Sales of Securities	Balance End Year	Balance Beginning Year	%
1/1/19000000	Account 300,000,000 Fund A	Expendable Trust (RSA 31 19-4)	Common Investment				15,478.74	1,838.00	218.48	0.39%	339.96	2,211.57	17,890.22
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		9,517.34	9,517.34	9,517.34	2.82%	1,481.78	10,453.96	71,964.31
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		107,033.79	107,033.79	107,033.79	4.60%	2,588.20	121,210.00	121,210.00
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		12,415.53	12,415.53	12,415.53	3.38%	1,888.26	14,100.29	14,100.29
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		78,248.90	78,248.90	78,248.90	3.38%	1,888.26	81,980.31	81,980.31
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		33,861.71	33,861.71	33,861.71	1.48%	830.30	34,692.01	34,692.01
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		122,649.36	122,649.36	122,649.36	5.27%	2,875.38	125,524.74	125,524.74
8/1/20000000	Expendable Library	Common Investment	Common Investment		Stocks & Bonds		0.00	0.00	0.00	0.00%	0.00	0.00	0.00
11/1/19000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		0.00	0.00	0.00	0.00%	0.00	292.38	292.38
1/1/19000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		117,676.07	9,235.43	1,720.56	9,800.23	4.48%	2,820.09	128,621.89
1/1/19000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		187,000.46	187,000.46	187,000.46	15,166.02	3,199.67	205,196.99	205,196.99
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		183,291.88	183,291.88	183,291.88	40.72%	2,000.85	1,022,989.21	1,022,989.21
	Total Fund A					100.00%	2,291,453.87	277,016.67	38,843.18	218,911.08	6,448.31	3,869,719.25	
1/1/19000000	Account 300,000,000 Fund B	Expendable Trust (RSA 31 19-4)	Common Investment				408,008.10	180,071.36	68,581.77	42.86%	22,330.97	178,028.93	567,433.04
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		381,859.45	151,728.08	28,400.02	17.76%	9,250.28	140,772.45	522,131.90
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		18,000.00	18,000.00	18,000.00	1.02%	333.44	19,800.00	19,800.00
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		14,521.31	14,521.31	14,521.31	0.81%	305.57	15,826.88	15,826.88
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		15,028.48	15,028.48	15,028.48	0.81%	305.57	16,534.05	16,534.05
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		771,712.70	102,255.74	102,255.74	36.88%	11,084.21	1,175,053.43	1,175,053.43
8/1/20000000	Expendable Trust (RSA 31 19-4)	Common Investment	Common Investment		Stocks & Bonds		6,102.62	6,102.62	6,102.62	0.38%	129.23	6,231.85	6,231.85
	Total Fund B					100.00%	1,963,817.78	784,875.00	188,997.88	438,338.23	462,897.22	2,807,164.88	

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2019

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REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2019

Date of Acquisition	NAME OF TRUST FUND	Type of Fund	Major Purpose	Method How Included	PURPOSE OF TRUST FUND	HOW REQUESTED	PRINCIPAL				INCOME				TOTAL			
							Balance Beginning 6/30/18	%	Additional Contributions 6/30/19	Value 6/30/19	Gain or Loss (Losses) on Sale of Investments	Balance 6/30/19	%	Earnings During Year		Fees	Expended During Year	
10/1/1980	CAPITAL RESERVE FUNDS																	
5/18/1982	66 Linnell Churns 8479	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	54,620.33	1.26%	0.00	(60,000.00)	0.00	4,620.33	1.26%	1,579.20		(157,769.92)	218,949.16	218,949.16
11/1/1982	70 Dugan Bros 8470	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	10,900.00	0.00%	10,900.00	10,900.00	0.00	21,000.00	0.00%	228.53			10,900.13	10,900.13
7/10/1986	71 Economic Development 8472	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	1,715,000.00	14.86%	1,732,820.25	(1,915,000.00)	0.00	2,000,307.50	14.86%	31,008.11			1,453,326.39	1,453,326.39
7/10/1986	72 Economic Development 8472	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	651,200.51	14.86%	1,000,000.00	(218,000.00)	0.00	538,200.51	14.86%	13,322.90			579,512.44	579,512.44
12/14/1987	75 Education 8473	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	96,000.00	0.00%	0.00	(220,000.00)	0.00	0.00	0.00%	0.00			0.00	0.00
12/14/1987	76 Education 8473	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	96,000.79	2.21%	175,000.00	(220,000.00)	0.00	51,003.29	2.21%	1,348.48		(7,000.00)	1,413.35	52,508.64
12/14/1987	78 Mountain Green 8474	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	84,313.97	1.84%		0.00	0.00	84,313.97	1.84%	3,148.36			47,864.62	132,208.59
3/13/2006	83 SAMS Project 8477	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	2,972.31	0.07%		0.00	0.00	2,972.31	0.07%	18.78			5,180.39	1,176.97
12/13/2010	79 Education & Training 8478	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	14,119.96	0.32%		(50,000.00)	0.00	11,339.21	0.32%	289.71			11,339.21	11,339.21
12/13/2010	81 Parks and Grounds 8480	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	100,000.01	2.30%	100,000.00	(100,000.01)	0.00	100,000.01	2.30%	758.30			1,326.48	46,423.46
12/13/2011	82 Water Fund 8481	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	23,506.22	0.54%	33,124.47	(50,000.00)	0.00	23,506.22	0.54%	582.87			23,506.22	23,506.22
6/1/2012	85 Western Investment Fee 8483	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	1,051,600.00	9.96%	41,257.68	1,000,000.01	0.00	1,092,857.69	9.96%	9,840.12			1,102,697.81	1,102,697.81
11/4/2013	86 ERP 8484	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	1,051,600.00	0.00%	400,000.00	(675,000.00)	0.00	1,376,600.00	0.00%	3,709.18			133.18	863,539.82
12/1/2016	88 Community Improvement 8485	Capital Reserve (R2A, 34/25)	Capital Reserve (Other)	Checking Account		Cash Equivalents	170,000.00	23.03%		0.00	0.00	828,500.00	23.03%	20,585.19			37,138.42	863,539.82
12/1/2016							170,000.00	3.91%		0.00	0.00	3,169.27	3.91%	4,107.87			7,274.24	7,274.24
TOTAL CAPITAL RESERVE FUNDS							4,343,060.71	100.00%	2,812,760.85	3,066,060.85	0.00	3,066,060.85	100.00%	97,981.52	0.00	144,768.82	386,514.86	4,357,580.99
TOTAL OF ALL FUNDS							18,068,839.81		3,223,206.21	3,075,075.00	700,097.44	18,070,769.92		490,127.24	(69,520.56)	(316,647.62)	1,884,511.13	20,814,281.02

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2019

Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	HOW INVESTED				PRINCIPAL				INCOME				TOTAL	Beginning of Year Fair Market Value	Unrealized Gains/Loss	End of Year Fair Market Value
		DESCRIPTION OF INVESTMENT		HOW INVESTED		Balance Beginning Year	Addresses Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expanded During Year				
100,000	CITY OF CONCORD FUND C - #105301114	2.40% due 09/21/26	Federal Farm Credit Bank	0.00	96,996.09	0.00	0.00	0.00	0.00	96,996.09	0.00	2,400.00	(2,400.00)	96,996.09	94,513.00	7,074.00	101,567.00
0	Federal Farm Credit Bank	2.03% due 06/14/19	Federal Farm Credit Bank	0.00	96,781.00	0.00	(412.34)	96,368.66	0.00	96,781.00	0.00	919.14	(919.14)	96,781.00	95,594.00	(225.34)	95,594.00
0	Federal Farm Credit Bank	1.60% due 01/05/21	Federal Farm Credit Bank	0.00	100,414.00	0.00	(3,210.03)	97,203.97	0.00	100,414.00	0.00	822.22	(822.22)	100,414.00	97,384.00	(190.03)	97,384.00
0	Federal Home Loan Bank	2.00% due 08/09/22	Federal Home Loan Bank	0.00	50,152.00	0.00	(1,814.00)	48,338.00	0.00	50,152.00	0.00	383.33	(383.33)	50,152.00	48,462.50	(114.50)	48,462.50
0	Federal Home Loan Bank	2.00% due 10/24/19	Federal Home Loan Bank	0.00	150,219.00	0.00	(1,485.79)	148,733.21	0.00	150,219.00	0.00	758.33	(758.33)	150,219.00	149,058.00	(334.79)	149,058.00
0	Federal Home Loan Bank	2.65% due 06/14/19	Federal Home Loan Bank	0.00	150,962.40	0.00	(2,021.34)	148,941.06	0.00	150,962.40	0.00	176.04	(176.04)	150,962.40	148,911.00	(30.06)	148,911.00
250,000	Federal Home Loan Bank	1.38% due 12/09/22	Federal Home Loan Bank	0.00	146,360.50	0.00	(172.62)	146,187.88	0.00	146,360.50	0.00	6,250.00	(6,250.00)	146,360.50	143,910.00	(2,450.50)	146,360.50
0	Federal Home Loan Bank	2.00% due 05/01/20	Federal Home Loan Bank	0.00	100,920.00	0.00	(2,837.00)	98,083.00	0.00	100,920.00	0.00	305.56	(305.56)	100,920.00	98,513.00	(1,406.99)	98,513.00
100,000	Apple Inc	2.15% due 02/24/20	Bank of NY Mellon Corp	0.00	102,725.00	0.00	0.00	0.00	0.00	102,725.00	0.00	2,850.00	(2,850.00)	100,275.00	95,760.00	1,703.00	101,463.00
100,000	Bank of NY Mellon Corp	2.85% due 06/15/20	BBAT Corporation	0.00	99,750.00	0.00	0.00	0.00	0.00	99,750.00	0.00	2,150.00	(2,150.00)	97,600.00	96,760.00	1,128.00	97,880.00
100,000	BBAT Corporation	2.45% due 01/15/20	Capital Group Inc	0.00	100,377.00	0.00	0.00	0.00	0.00	100,377.00	0.00	2,450.00	(2,450.00)	100,377.00	99,023.00	1,004.00	100,027.00
150,000	Berkeley Hatheway	2.36% due 06/15/18	Capital Group Inc	0.00	151,449.00	0.00	(1,449.00)	150,000.00	0.00	151,449.00	0.00	1,500.00	(1,500.00)	150,000.00	148,886.00	(185.00)	149,071.00
150,000	Berkeley Hatheway	2.36% due 06/15/18	Capital Group Inc	0.00	154,495.50	0.00	(1,449.00)	153,046.50	0.00	154,495.50	0.00	1,500.00	(1,500.00)	153,046.50	151,358.50	(1,137.00)	152,221.50
200,000	Burroughs Van Santa Fe	3.75% due 04/01/24	Burroughs Van Santa Fe	0.00	203,948.00	0.00	0.00	0.00	0.00	203,948.00	0.00	4,395.83	(4,395.83)	203,948.00	194,324.00	(9,624.00)	203,948.00
250,000	Capital Group Inc	2.20% due 06/02/23	Capital Group Inc	0.00	246,705.00	0.00	0.00	0.00	0.00	246,705.00	0.00	5,500.00	(5,500.00)	246,705.00	235,902.00	(15,012.50)	250,915.00
100,000	Exxon Mobil Corp	2.40% due 12/15/22	Exxon Mobil Corp	0.00	99,980.00	0.00	0.00	0.00	0.00	99,980.00	0.00	2,397.00	(2,397.00)	97,583.00	97,760.00	3,051.00	100,813.00
100,000	Fidelity Corp	2.70% due 03/01/21	Fidelity Corp	0.00	150,282.00	0.00	0.00	0.00	0.00	150,282.00	0.00	1,350.00	(1,350.00)	148,932.00	147,513.00	(1,419.00)	148,932.00
150,000	GAU	1.65% due 01/31/19	Capital Group Inc	0.00	150,282.00	0.00	(644.00)	149,638.00	0.00	150,282.00	0.00	2,475.00	(2,475.00)	147,163.00	145,713.00	(1,450.00)	147,163.00
250,000	Capital Group Inc	2.36% due 07/15/19	Capital Group Inc	0.00	100,944.00	0.00	0.00	0.00	0.00	100,944.00	0.00	2,375.00	(2,375.00)	98,569.00	98,986.00	(417.00)	98,569.00
100,000	US Bancorp	2.95% due 03/15/20	US Bancorp	0.00	100,349.00	0.00	0.00	0.00	0.00	100,349.00	0.00	2,150.00	(2,150.00)	98,199.00	97,715.00	(484.00)	98,199.00
250,000	Unifund Group Inc	2.66% due 07/15/23	Unifund Group Inc	0.00	250,402.50	0.00	0.00	0.00	0.00	250,402.50	0.00	7,187.50	(7,187.50)	243,215.00	243,625.00	11,166.00	254,791.00
0	US Treas Note	0.86% due 07/15/18	US Treas Note	0.00	99,671.10	0.00	128.90	100,000.00	0.00	99,671.10	0.00	437.50	(437.50)	99,233.60	98,967.00	(266.60)	98,967.00
0	US Treas Note	1.00% due 09/15/18	US Treas Note	0.00	50,281.25	0.00	(391.25)	50,000.00	0.00	50,281.25	0.00	250.00	(250.00)	49,790.00	49,804.00	3.00	49,804.00
0	US Treas Note	1.25% due 01/31/19	US Treas Note	0.00	246,779.30	0.00	1,230.70	250,000.00	0.00	246,779.30	0.00	1,805.66	(1,805.66)	244,973.64	242,372.00	(2,601.64)	244,973.64
250,000	US Treas Note	1.36% due 01/31/21	US Treas Note	0.00	247,822.27	0.00	0.00	0.00	0.00	247,822.27	0.00	3,437.50	(3,437.50)	244,384.77	242,372.00	(2,012.77)	244,384.77
250,000	US Treas Note	1.50% due 12/31/21	US Treas Note	0.00	249,599.61	0.00	0.00	0.00	0.00	249,599.61	0.00	5,096.31	(5,096.31)	244,503.30	242,372.00	(2,131.30)	244,503.30
250,000	US Treas Note	1.50% due 01/31/22	US Treas Note	0.00	254,296.88	0.00	0.00	0.00	0.00	254,296.88	0.00	3,750.00	(3,750.00)	250,546.88	249,599.61	(787.27)	250,546.88
0	US Treas Note	2.50% due 05/15/24	US Treas Note	0.00	95,437.50	0.00	0.00	0.00	0.00	95,437.50	0.00	766.57	(766.57)	94,670.93	94,500.00	(170.93)	94,670.93
150,000	US Treas Note	2.13% due 06/30/22	US Treas Note	0.00	146,273.44	0.00	0.00	0.00	0.00	146,273.44	0.00	1,359.86	(1,359.86)	144,913.58	144,273.44	(740.14)	144,913.58
100,000	US Treas Note	2.00% due 10/31/22	US Treas Note	0.00	96,273.44	0.00	0.00	0.00	0.00	96,273.44	0.00	1,190.22	(1,190.22)	95,083.22	94,500.00	(583.22)	95,083.22
200,000	US Treas Note	2.13% due 12/31/22	US Treas Note	0.00	194,054.69	0.00	0.00	0.00	0.00	194,054.69	0.00	4,250.00	(4,250.00)	189,804.69	189,054.69	(750.00)	189,804.69
250,000	US Treas Note	2.13% due 07/31/23	US Treas Note	0.00	249,398.67	0.00	0.00	0.00	0.00	249,398.67	0.00	3,125.00	(3,125.00)	246,273.67	244,375.00	(1,898.67)	246,273.67
250,000	US Treas Note	2.36% due 06/15/24	US Treas Note	0.00	262,148.44	0.00	0.00	0.00	0.00	262,148.44	0.00	5,937.50	(5,937.50)	256,210.94	253,315.00	(2,895.94)	256,210.94
150,000	US Treas Note	2.25% due 11/15/24	US Treas Note	0.00	156,750.00	0.00	0.00	0.00	0.00	156,750.00	0.00	3,375.00	(3,375.00)	153,375.00	146,137.00	(7,238.00)	153,375.00
250,000	US Treas Note	2.00% due 02/15/25	US Treas Note	0.00	254,453.13	0.00	0.00	0.00	0.00	254,453.13	0.00	5,000.00	(5,000.00)	249,453.13	247,760.00	(1,693.13)	249,453.13
250,000	US Treas Note	2.00% due 06/15/25	US Treas Note	0.00	248,339.84	0.00	0.00	0.00	0.00	248,339.84	0.00	5,000.00	(5,000.00)	243,339.84	236,817.50	(6,522.34)	243,339.84
0	US Treas Note	33.48% due 06/15/24	US Treas Note	0.00	248,306.25	0.00	0.00	0.00	0.00	248,306.25	0.00	1,114.61	(1,114.61)	247,191.64	246,960.00	(231.64)	247,191.64
362	Adia Inc	0.00% due 06/15/24	Adia Inc	0.00	40,356.44	0.00	0.00	0.00	0.00	40,356.44	0.00	7,250.00	(7,250.00)	33,106.44	32,900.00	(206.44)	32,900.00
0	Adia Inc	0.00% due 06/15/24	Adia Inc	0.00	47,921.28	0.00	0.00	0.00	0.00	47,921.28	0.00	0.00	0.00	47,921.28	46,513.00	(1,408.28)	47,921.28
116	Alphabet Inc	0.00% due 06/15/24	Alphabet Inc	0.00	75,129.67	0.00	0.00	0.00	0.00	75,129.67	0.00	0.00	0.00	75,129.67	73,299.30	(1,830.37)	75,129.67
83	Alphabet Inc	0.00% due 06/15/24	Alphabet Inc	0.00	45,601.14	0.00	22,281.77	36,662.82	0.00	45,601.14	0.00	0.00	0.00	45,601.14	43,719.30	(1,881.84)	45,601.14
110	Amazon Com	0.00% due 06/15/24	Amazon Com	0.00	75,129.67	0.00	0.00	0.00	0.00	75,129.67	0.00	0.00	0.00	75,129.67	73,299.30	(1,830.37)	75,129.67
790	American Express Co	0.00% due 06/15/24	American Express Co	0.00	64,596.61	0.00	0.00	0.00	0.00	64,596.61	0.00	924.30	(924.30)	63,672.31	62,515.81	(1,156.50)	63,672.31
500	Angen Inc	0.00% due 06/15/24	Angen Inc	0.00	37,116.03	0.00	0.00	0.00	0.00	37,116.03	0.00	2,900.00	(2,900.00)	34,216.03	32,316.03	(1,900.00)	34,216.03
370	Avaya Inc	0.00% due 06/15/24	Avaya Inc	0.00	56,670.11	0.00	0.00	0.00	0.00	56,670.11	0.00	754.80	(754.80)	55,915.31	54,725.31	(1,190.00)	55,915.31
0	Avaya Inc	0.00% due 06/15/24	Avaya Inc	0.00	69,073.03	0.00	0.00	29,321.26	40,666.69	69,073.03	0.00	754.80	(754.80)	68,318.23	67,563.43	(754.80)	68,318.23
370	Avaya Inc	0.00% due 06/15/24	Avaya Inc	0.00	8,997.91	0.00	0.00	0.00	0.00	8,997.91	0.00	3,942.72	(3,942.72)	5,055.19	4,860.47	(184.72)	5,055.19
1,332	Apple Inc	0.00% due 06/15/24	Apple Inc	0.00	72,797.80	0.00	0.00	0.00	0.00	72,797.80	0.00	0.00	0.00	72,797.80	70,816.56	(1,981.24)	72,797.80
0	Apple Inc	0.00% due 06/15/24	Apple Inc	0.00	86,052.07	0.00	0.00	0.00	0.00	86,052.07	0.00	227.70	(227.70)	85,824.37	84,513.00	(1,311.37)	85,824.37
3,043	AT & T Inc	0.00% due 06/15/24	AT & T Inc	0.00	80,106.29	0.00	(2,044)	78,062.25	0.00	80,106.29	0.00	5,719.59	(5,719.59)	72,342.70	70,271.45	(2,071.25)	72,342.70
0	Avery Dennison Corp	0.00% due 06/15/24	Avery Dennison Corp	0.00	44,414.15	0.00	0.00	0.00	0.00	44,414.15	0.00	0.00	0.00	44,414.15	43,316.03	(1,098.12)	44,414.15
4,111	Bank of America Corporation	0.00% due 06/15/24	Bank of America Corporation	0.00	8,814.64	0.00	0.00	0.00	0.00	8,814.64	0.00	0.00	0.00	8,814.64	8,614.50	(200.14)	8,814.64
340	Berkshire Hathaway Inc	0.00% due 06/15/24	Berkshire Hathaway Inc	0.00	120,300.44	0.00	0.00	0.00	0.00	120,300.44	0.00	0.00	0.00	120,300.44	118,377.00	(1,923.44)	120,300.44
244	Bogen Inc	0.00% due 06/15/24	Bogen Inc	0.00	72,570.76	0.00	0.00	48,041.37	24,529.39	72,570.76	0.00	0.00	0.00	72,570.76	70,816.56	(1,754.20)	72,570.76
0	Boston Scientific Corp	0.00% due 06/15/24	Boston Scientific Corp	0.00	66,104.80	0.00	(6,616.88)	59,487.92	0.00	66,10							

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2019

e Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL					INCOME				TOTAL	
		Balance Beginning Year	Balance End Year	Proceeds From Sales	Capital Gains (Losses)	Additions Purchases	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income	Unrealized Gain/Loss
1,910	0 Cisco Systems	0.00	90,052.58	0.00	0.00	90,052.58	0.00	1,074.40	1,074.40	0.00	90,052.58	0.00
1,280	0 Citigroup Inc Com New	76,002.21	76,002.21	0.00	0.00	0.00	0.00	2,313.00	2,313.00	0.00	76,002.21	0.00
1,795	0 Citigroup Corp New C/A	57,892.82	57,892.82	0.00	0.00	0.00	0.00	1,407.10	1,407.10	0.00	57,892.82	0.00
1,700	0 ConocoPhillips	66,892.86	66,892.86	0.00	0.00	0.00	0.00	1,404.00	1,404.00	0.00	66,892.86	0.00
324	0 Costco Wholesale Corp New	34,256.40	34,256.40	29,540.36	0.00	0.00	0.00	833.61	833.61	0.00	34,256.40	0.00
675	0 Dollar General Corp New Com	63,309.16	63,309.16	0.00	0.00	0.00	0.00	903.25	903.25	0.00	63,309.16	0.00
540	0 Edwards Lifesciences Corp	73,789.54	73,789.54	0.00	0.00	0.00	0.00	1,251.00	1,251.00	0.00	73,789.54	0.00
1,185	0 Elevance Health Inc	58,879.85	58,879.85	0.00	0.00	0.00	0.00	1,058.96	1,058.96	0.00	58,879.85	0.00
354	0 Facebook Inc C/A	24,044.46	24,044.46	58,540.90	0.00	0.00	0.00	1,058.96	1,058.96	0.00	24,044.46	0.00
970	0 Fidelity Inc	33,252.06	33,252.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33,252.06	0.00
2,505	0 Fidelity Inc	62,777.43	62,777.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62,777.43	0.00
0	0 General Dynamics	141.40	141.40	594.99	0.00	0.00	0.00	0.00	0.00	0.00	141.40	0.00
480	0 Harte Corporation	40,443.61	40,443.61	0.00	0.00	0.00	0.00	1,290.40	1,290.40	0.00	40,443.61	0.00
605	0 Hershey Company	63,161.46	63,161.46	0.00	0.00	0.00	0.00	1,310.43	1,310.43	0.00	63,161.46	0.00
485	0 Home Depot Inc	114,098.98	114,098.98	60,658.17	0.00	0.00	0.00	3,029.00	3,029.00	0.00	114,098.98	0.00
585	0 Honeywell Int Inc	42,538.33	42,538.33	0.00	0.00	0.00	0.00	1,282.00	1,282.00	0.00	42,538.33	0.00
0	0 Illinois Tool Works	48,924.52	48,924.52	60,959.48	0.00	0.00	0.00	1,251.00	1,251.00	0.00	48,924.52	0.00
2,770	0 Intel Corp	56,771.60	56,771.60	0.00	0.00	0.00	0.00	2,819.50	2,819.50	0.00	56,771.60	0.00
770	0 Johnson & Johnson	115,938.09	115,938.09	0.00	0.00	0.00	0.00	3,977.20	3,977.20	0.00	115,938.09	0.00
715	0 JPMorgan Chase & Co	77,646.24	77,646.24	105,731.70	0.00	0.00	0.00	315.15	315.15	0.00	77,646.24	0.00
0	0 Lincoln National Corp	0.00	0.00	62,138.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
420	0 Linde PLC Com	73,313.98	73,313.98	0.00	0.00	0.00	0.00	367.50	367.50	0.00	73,313.98	0.00
375	0 M & T Bank Corp	62,914.98	62,914.98	0.00	0.00	0.00	0.00	375.00	375.00	0.00	62,914.98	0.00
730	0 Marathon Petroleum Corp	32,086.31	32,086.31	0.00	0.00	0.00	0.00	1,211.80	1,211.80	0.00	32,086.31	0.00
0	0 MetLife Financial Group	50,109.93	50,109.93	0.00	0.00	0.00	0.00	2,461.00	2,461.00	0.00	50,109.93	0.00
2,150	0 Microsoft Corp	83,377.47	83,377.47	55,731.15	0.00	0.00	0.00	3,870.00	3,870.00	0.00	83,377.47	0.00
1,820	0 Microsoft Corp	58,091.74	58,091.74	0.00	0.00	0.00	0.00	1,350.00	1,350.00	0.00	58,091.74	0.00
575	0 Motorola Solutions Inc Com New	63,257.36	63,257.36	0.00	0.00	0.00	0.00	1,253.50	1,253.50	0.00	63,257.36	0.00
380	0 Nextera Energy Inc Com	34,370.62	34,370.62	38,329.40	0.00	0.00	0.00	2,714.00	2,714.00	0.00	34,370.62	0.00
1,790	0 Nike Inc Class B	82,854.52	82,854.52	0.00	0.00	0.00	0.00	1,411.50	1,411.50	0.00	82,854.52	0.00
0	0 Oracle Corp	57,205.76	57,205.76	0.00	0.00	0.00	0.00	300.20	300.20	0.00	57,205.76	0.00
0	0 Parkland Health Corp	0.00	0.00	69,180.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
685	0 Paycom Software Inc	60,120.46	60,120.46	0.00	0.00	0.00	0.00	3,058.51	3,058.51	0.00	60,120.46	0.00
930	0 PepsiCo Inc	26,367.93	26,367.93	0.00	0.00	0.00	0.00	1,807.30	1,807.30	0.00	26,367.93	0.00
1,705	0 Pfizer Inc	73,877.75	73,877.75	0.00	0.00	0.00	0.00	1,967.00	1,967.00	0.00	73,877.75	0.00
630	0 Phillips 66	61,675.48	61,675.48	0.00	0.00	0.00	0.00	1,967.00	1,967.00	0.00	61,675.48	0.00
0	0 Procter & Gamble	48,098.11	48,098.11	59,077.53	0.00	0.00	0.00	1,789.59	1,789.59	0.00	48,098.11	0.00
0	0 Principal Financial Group Inc	4,250.03	4,250.03	67,897.53	0.00	0.00	0.00	789.59	789.59	0.00	4,250.03	0.00
585	0 Progressive	59,586.71	59,586.71	0.00	0.00	0.00	0.00	2,444.09	2,444.09	0.00	59,586.71	0.00
0	0 Resideo Technologies Inc Com	1,253.58	1,253.58	1,313.15	0.00	0.00	0.00	0.00	0.00	0.00	1,253.58	0.00
0	0 SAP Global Inc Com	44,671.03	44,671.03	65,279.07	0.00	0.00	0.00	651.55	651.55	0.00	44,671.03	0.00
960	0 Starbucks	58,927.09	58,927.09	0.00	0.00	0.00	0.00	633.60	633.60	0.00	58,927.09	0.00
310	0 Sun Life of Canada	62,577.23	62,577.23	0.00	0.00	0.00	0.00	1,368.86	1,368.86	0.00	62,577.23	0.00
0	0 Sun Life of Canada	14,093.00	14,093.00	61,890.00	0.00	0.00	0.00	1,368.86	1,368.86	0.00	14,093.00	0.00
635	0 Target Corp	73,138.40	73,138.40	0.00	0.00	0.00	0.00	1,603.20	1,603.20	0.00	73,138.40	0.00
675	0 Texas Instruments Inc	42,793.86	42,793.86	0.00	0.00	0.00	0.00	2,563.75	2,563.75	0.00	42,793.86	0.00
455	0 Thermo Fisher Scientific Inc	21,404.93	21,404.93	0.00	0.00	0.00	0.00	245.00	245.00	0.00	21,404.93	0.00
635	0 Union Pacific Corp	95,558.38	95,558.38	0.00	0.00	0.00	0.00	1,961.60	1,961.60	0.00	95,558.38	0.00
1,800	0 UnitedHealth Group Inc	63,532.48	63,532.48	25,034.03	0.00	0.00	0.00	2,191.86	2,191.86	0.00	63,532.48	0.00
1,380	0 Verizon Communications	60,530.60	60,530.60	65,779.00	0.00	0.00	0.00	3,332.54	3,332.54	0.00	60,530.60	0.00
3,280	0 Visa Inc	53,591.18	53,591.18	0.00	0.00	0.00	0.00	431.00	431.00	0.00	53,591.18	0.00
820	0 Visa Inc	27,170.52	27,170.52	59,069.03	0.00	0.00	0.00	928.10	928.10	0.00	27,170.52	0.00
1,090	0 Wal-Mart Inc	68,081.62	68,081.62	0.00	0.00	0.00	0.00	2,226.00	2,226.00	0.00	68,081.62	0.00
750	0 Wal-Mart Inc	68,415.91	68,415.91	32,627.98	0.00	0.00	0.00	1,446.60	1,446.60	0.00	68,415.91	0.00
0	0 Wal-Mart Inc	8,500.01	8,500.01	32,971.63	0.00	0.00	0.00	1,659.94	1,659.94	0.00	8,500.01	0.00
0	0 Wal-Mart Inc	60,264.75	60,264.75	75,220.00	0.00	0.00	0.00	414.70	414.70	0.00	60,264.75	0.00
15,000	0 iShares MSCI EAFE	1,014,407.25	1,014,407.25	0.00	0.00	0.00	0.00	30,211.70	30,211.70	0.00	1,014,407.25	0.00
0.00	0 iShares MSCI EAFE	75,816.27	75,816.27	106,840.73	0.00	0.00	0.00	1,178.39	1,178.39	0.00	75,816.27	0.00
0.00	0 iShares MSCI EAFE	133,705.49	133,705.49	130,494.52	0.00	0.00	0.00	2,070.74	2,070.74	0.00	133,705.49	0.00
1,360.00	0 iShares MSCI EAFE	92,970.36	92,970.36	0.00	0.00	0.00	0.00	767.03	767.03	0.00	92,970.36	0.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2019

Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Name of Fund, Stocks, Bonds, etc.)	PRINCIPAL					INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year				
2,225.00	SPDR S&P Midcap 400 ETF Tr.	315,363.29	0.00	0.00	0.00	315,363.29	0.00	8,384.98	(9,304.98)	0.00	315,363.29	780,919.50	(956.75)	780,962.75
20,761.625	Transamerica International Equity I	254,861.76	10,396.37	0.00	0.00	305,258.13	0.00	6,978.46	(6,978.46)	0.00	305,258.13	381,671.57	(34,871.57)	357,099.95
0.000	Vanguard Intern-Term Bond Index Adm #5314	116,183.61	0.00	4,090.58	120,244.19	0.00	0.00	3,322.56	(3,322.56)	0.00	0.00	112,826.53	7,418.66	0.00
	Cash & Cash Equivalents	304,370.66	226,219.23	0.00	0.00	530,589.89	17,149.43	6,029.95	2,729.95	25,908.34	556,498.23	321,520.09		556,498.23
	TOTAL CITY OF CONCORD TRUST FUND #3053001104	11,197,788.23	3,775,051.21	488,788.88	3,821,727.99	11,849,881.43	17,149.43	283,263.87	(274,904.78)	25,908.34	11,875,788.77	13,829,853.83	886,888.84	14,657,824.80

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2019

REPORT ON THE INVESTMENT AND INVESTMENTS OF THE COMPANY ON 31st Dec 2015													
# Shares or Units	HOW INVESTED			PRINCIPAL			INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gains/Loss	End of Year Fair Market Value
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Beginning Year	Balance	Addresses/Purchases	Capital (Gains/Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expensed During Year				
0	General Dynamics	18,840.71	0.00	3,738.63	8,577.34	0.00	0.00	79.98	(78.98)	0.00	8,947.68	(370.34)	0.00
1	General Electric	15,110.00	0.00	(2,010.00)	1,510.00	0.00	0.00	167.63	(167.63)	0.00	15,110.00	0.00	0.00
65	Hermes Corporation	5,468.90	815.40	715.48	1,842.47	0.00	0.00	167.63	(167.63)	0.00	10,117.80	1,000.72	12,262.70
90	Hershey Company	9,453.28	0.00	9,453.28	0.00	9,453.28	0.00	187.72	(187.72)	0.00	9,453.28	2,609.42	12,062.70
65	Home Depot Inc	21,237.72	0.00	2,796.19	14,830.90	10,053.01	0.00	485.80	(485.80)	0.00	9,203.01	29,365.00	13,518.05
65	Homeywell Int'l Inc	1,582.77	0.00	1,582.77	0.00	1,582.77	0.00	187.63	(187.63)	0.00	10,855.72	2,227.58	14,840.15
325	Illinois Tool Works	1,656.86	0.00	1,465.34	10,150.20	0.00	0.00	178.50	(178.50)	0.00	178.50	(240.30)	0.00
325	Johnson & Johnson	1,000.00	0.00	1,000.00	15,610.00	0.00	0.00	351.25	(351.25)	0.00	15,610.00	0.00	0.00
90	Johnson & Johnson	9,774.66	6,678.45	916.55	2,633.76	8,676.90	0.00	617.60	(617.60)	0.00	13,397.40	1,699.51	13,397.40
105	JPMorgan Chase & Co	16,425.12	0.00	17,060.10	17,659.54	6,936.78	0.00	51.15	(51.15)	0.00	7,092.00	1,225.44	11,739.00
0	Lincoln National Corp	12,452.49	0.00	(2,367.24)	10,085.25	0.00	0.00	52.50	(52.50)	0.00	9,648.75	436.50	12,085.25
60	Linde Plc Corp	0.00	0.00	0.00	0.00	0.00	0.00	52.50	(52.50)	0.00	1,529.71	1,529.71	3,048.00
35	M & T Bank Corp	0.00	9,227.53	0.00	9,227.53	0.00	0.00	95.00	(95.00)	0.00	126.32	9,353.85	9,353.85
90	MetLife Financial Services Group	15,238.52	0.00	1,168.13	1,168.13	0.00	0.00	387.45	(387.45)	0.00	9,161.13	1,168.13	10,329.26
90	MetLife Financial Services Group	15,238.52	596.20	1,203.03	2,604.46	13,669.34	0.00	387.45	(387.45)	0.00	13,669.34	4,470.61	18,669.40
0	MetLife Financial Services Group	3,910.07	0.00	3,910.07	0.00	0.00	0.00	387.45	(387.45)	0.00	10,415.34	369.76	0.00
295	Microsoft Corp	14,236.05	2,392.20	3,642.59	8,015.27	14,235.57	0.00	527.30	(527.30)	0.00	14,235.57	10,599.97	39,518.20
260	Mosaic Co	0.00	8,233.44	0.00	8,233.44	0.00	0.00	19.13	(19.13)	0.00	8,233.44	0.00	0.00
65	Motorola Solutions Inc Com New	10,451.21	706.76	259.43	1,909.62	9,507.78	0.00	182.20	(182.20)	0.00	9,507.78	4,319.78	15,384.93
65	Motorola Solutions Inc Com New	8,471.02	0.00	4,570.02	7,650.00	12,124.81	0.00	182.20	(182.20)	0.00	14,172.06	1,417.06	15,589.12
225	National Instruments Corp	0.00	16,850.66	0.00	16,850.66	0.00	0.00	69.30	(69.30)	0.00	15,816.34	1,034.32	16,850.66
255	Oracle Systems Corp	13,466.25	908.05	147.69	2,469.46	11,952.53	0.00	203.90	(203.90)	0.00	11,952.53	3,411.36	15,363.89
0	Parker-Hannifin Corp	8,022.56	0.00	1,603.54	9,626.10	0.00	0.00	41.80	(41.80)	0.00	12,777.35	0.00	0.00
95	Paycom Software Inc	8,434.29	0.00	0.00	8,434.29	0.00	0.00	0.00	0.00	0.00	8,434.29	2,639.41	10,873.70
135	PepsiCo Inc	8,422.13	5,323.96	712.87	2,244.17	12,214.81	0.00	411.83	(411.83)	0.00	11,975.70	2,647.04	17,702.55
255	Pharmacia Inc	0.00	10,824.34	0.00	10,824.34	0.00	0.00	251.75	(251.75)	0.00	10,824.34	0.00	0.00
90	Pharma 66	8,811.85	0.00	6,510.00	14,866.07	0.00	0.00	81.00	(81.00)	0.00	8,811.85	(383.25)	8,418.67
0	Progressive Corp	10,594.92	0.00	678.62	10,773.54	0.00	0.00	95.40	(95.40)	0.00	11,649.00	(875.46)	0.00
135	Progressive Corp Ohio	0.00	8,683.14	0.00	8,683.14	0.00	0.00	326.75	(326.75)	0.00	8,683.14	2,107.41	10,790.55
0	Radio Technologies Inc Com	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
130	S&P Global Inc Com	5,710.00	8,790.00	5,560.00	11,222.00	0.00	0.00	90.00	(90.00)	0.00	11,700.00	2,107.92	10,897.90
48	Shutterstock Inc	0.00	9,414.85	0.00	9,414.85	0.00	0.00	22.36	(22.36)	0.00	9,414.85	452.59	9,867.84
0	Styco Corp	10,717.54	0.00	2,341.29	13,058.82	0.01	0.01	174.30	(174.30)	0.00	13,058.00	(589.18)	0.00
125	Target Corp	0.00	10,894.86	0.00	10,894.86	0.00	0.00	227.20	(227.20)	0.00	10,894.86	0.00	0.00
130	Texas Instruments Inc	7,887.73	1,141.10	1,519.53	2,881.21	7,677.15	0.00	374.80	(374.80)	0.00	15,986.25	672.66	14,918.80
65	Thermo Fisher Scientific Inc	3,816.81	1,610.00	2,713.00	2,713.00	10,333.00	0.00	370.00	(370.00)	0.00	10,333.00	1,563.00	11,896.00
96	UnitedHealth Group Inc	11,690.24	5,054.59	2,050.27	3,988.64	14,786.46	0.00	308.18	(308.18)	0.00	14,798.46	288.41	23,424.96
0	Valero Energy Corp New	7,354.66	429.05	3,015.53	10,799.24	(0.00)	0.00	253.50	(253.50)	0.00	12,745.45	(2,375.26)	0.00
190	Ventura Communications	9,384.05	586.10	388.58	1,916.22	8,442.51	0.00	452.20	(452.20)	0.00	10,816.65	1,368.17	10,654.70
470	Viscom	0.00	13,432.76	0.00	13,432.76	0.00	0.00	98.00	(98.00)	0.00	13,432.76	606.14	14,038.90
170	Walt Disney Co	6,216.08	1,375.40	820.05	1,375.40	13,750.00	0.00	368.52	(368.52)	0.00	13,750.00	3,410.00	17,160.00
110	Wal Mart Inc	10,986.48	6,798.72	1,180.69	7,448.49	11,527.39	0.00	208.80	(208.80)	0.00	11,527.39	4,481.07	16,008.47
100	Waste Mgmt Inc Del	13,433.96	510.25	2,305.47	8,886.60	7,563.08	0.00	298.19	(298.19)	0.00	7,563.08	4,559.05	12,880.70
0	Yum Brands Inc	12,153.01	0.00	1,286.83	13,439.84	(0.00)	0.00	99.00	(99.00)	0.00	11,733.00	1,706.84	0.00
100	Zions Inc Cl A	9,697.67	506.80	102.02	1,791.57	8,519.92	0.00	96.44	(96.44)	0.00	9,796.85	2,804.92	11,349.00
3,625	Shares MSCI EAFE	227,153.00	0.00	0.00	0.00	227,153.00	0.00	7,016.00	(7,016.00)	0.00	227,153.00	(4,686.00)	223,272.00
0	Select Sector SPDR Energy	10,897.05	0.00	1,370.00	16,887.00	0.00	0.00	280.80	(280.80)	0.00	17,267.80	(2,588.80)	0.00
230	Select Sector SPDR Utilities	20,897.05	0.00	(134.29)	20,897.05	0.00	0.00	280.80	(280.80)	0.00	23,161.70	(2,588.80)	0.00
230	Select Sector SPDR Midcap	58,545.31	0.00	40,207.92	69,674.58	33,472.03	0.00	111.66	(111.66)	0.00	13,520.13	0.00	0.00
200	SPDR S&P Midcap 400 EIT	58,545.31	0.00	40,207.92	69,674.58	29,472.03	0.00	111.66	(111.66)	0.00	14,206.00	(1,415.42)	13,714.90
0.000	Vanguard Interim-Term Bond Index Adm #5314	218,426.72	0.00	1,989.22	219,514.94	0.00	0.00	3,347.36	(3,347.36)	0.00	233,866.17	5,618.77	70,918.00
											3,771,646.17	648,149.33	3,681,493.15

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2019

Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Bonds, Stocks, Funds, etc.)	PRINCIPAL					INCOME			TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions Purchases	Capital Gains (Losses)	Proceeds from Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Principal & Income				
0.000	Unrealized Interest Term Bond Index Adm #5314	136,647.59	0.00	4,610.92	141,258.51	0.00	3,903.23	(3,903.23)	0.00	0.00	132,543.33	8,715.18		0.00
1.400	Unrealized Interest Term Bond Index Adm #5314	150,721.75	0.00	0.00	0.00	150,721.75	3,502.67	(3,502.67)	0.00	0.00	143,514.00	10,514.00		154,028.00
	TOTAL CITY OF CONCORD FUND A	2,502,812.47	1,003,843.44	38,943.22	858,933.84	2,884,732.97	56,485.21	(56,072.78)	4,177.17	2,889,842.46	2,875,513.11	128,601.15		2,847,536.29

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2019

# Shares or Units	HOW INVESTED	DESCRIPTION OF INVESTMENT (Names of Bonds, Stocks, Funds, etc.)	PRINCIPAL					INCOME			TOTAL Principal & Income	Unrealized Gain/Loss	Beginning of Year Fair Market Value	End of Year Fair Market Value	
			Balance Beginning Year	Additions Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year					
	LANDFILL CLOSURE (Capital Reserve) 8449														
	Cash & Cash Equivalents		(2,114.85)	0.00	0.00	0.00	0.00	(2,114.85)	228.53	0.00	12,274.98	10,160.13	0.00	9,931.60	10,160.13
	TOTAL LANDFILL CLOSURE		(2,114.85)	0.00	0.00	0.00	0.00	(2,114.85)	228.53	0.00	12,274.98	10,160.13	0.00	9,931.60	10,160.13
	SELF INSURANCE (Capital Reserve) 8448														
	Cash & Cash Equivalents		60,824.18	0.00	0.00	0.00	0.00	60,824.18	1,579.20	(209,368.56)	(26,919.17)	33,905.01	0.00	241,694.36	33,905.01
	TOTAL SELF INSURANCE		60,824.18	0.00	0.00	0.00	0.00	60,824.18	1,579.20	(209,368.56)	(26,919.17)	33,905.01	0.00	241,694.36	33,905.01
	CAPITAL RESERVE FUNDS														
	Durham Block 8470		10,500.00	10,500.00	0.00	0.00	0.00	21,000.00	694.64	0.00	11,810.57	32,810.57	0.00	21,615.93	32,810.57
	Highway 8471		1,427,953.75	(214,277.50)	0.00	0.00	0.00	1,213,676.25	31,438.71	0.00	145,536.89	1,359,213.14	0.00	1,542,061.93	1,359,213.14
	Economic Development 8472		637,592.44	(101,266.93)	0.00	0.00	0.00	536,325.51	13,322.90	0.00	42,802.93	579,128.44	0.00	666,985.47	579,128.44
	Water Pollution 8473		1,000.00	0.00	0.00	0.00	0.00	1,000.00	0.00	0.00	0.00	1,000.00	0.00	1,000.00	1,000.00
	Expenditure 8474		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Equipment 8475		81,652.26	(52,000.00)	0.00	0.00	0.00	29,652.26	1,346.46	0.00	22,854.56	52,506.84	0.00	103,160.36	52,506.84
	Mountain Green 8476		82,759.85	0.00	0.00	0.00	0.00	82,759.85	46,299.36	0.00	49,448.74	132,208.59	0.00	129,059.21	132,208.59
	Fire Apparatus Replacement 8475		1,035.59	1,936.72	0.00	0.00	0.00	2,972.31	4,952.68	0.00	5,180.36	8,152.67	0.00	8,152.67	8,152.67
	Downtown Economic Dev. 8476		0.00	0.00	0.00	0.00	0.00	0.00	269.71	0.00	11,639.21	11,639.21	0.00	11,369.50	11,639.21
	SYMS Project 8477		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Water Pollution 8478		23,333.52	30,000.00	0.00	0.00	0.00	53,333.52	792.00	0.00	(9,215.54)	(7,685.85)	0.00	23,910.70	23,910.70
	Building Improvement 8479		20,000.00	0.00	0.00	0.00	0.00	20,000.00	1,113.48	0.00	1,113.48	21,113.48	0.00	20,624.22	21,113.48
	Parks and Grounds 8480		20,000.00	0.00	0.00	0.00	0.00	20,000.00	489.26	0.00	1,113.48	21,113.48	0.00	21,113.48	21,113.48
	Water Fund Fuel Reserve 8481		100,000.01	17,765.19	0.00	0.00	0.00	117,765.20	2,441.74	0.00	5,371.06	123,136.26	0.00	102,929.35	123,136.26
	Water Investment Fee 8482		268,691.64	35,430.94	0.00	0.00	0.00	304,122.58	6,869.12	0.00	12,157.09	296,633.92	0.00	296,633.92	296,633.92
	Water Investment Fee 8483		368,713.10	0.00	0.00	0.00	0.00	404,144.04	9,706.77	0.00	17,415.90	421,559.94	0.00	421,559.94	421,559.94
	Water Investment Fee 8484		1,000.00	0.00	0.00	0.00	0.00	1,000.00	3.09	0.00	133.18	133.18	0.00	133.18	133.18
	Water Investment Fee 8485		1,000.00	(175.00)	0.00	0.00	0.00	825.00	20.56	0.00	37.74	863.69	0.00	863.69	863.69
	Water Investment Fee 8486		170,000.00	0.00	0.00	0.00	0.00	170,000.00	4,107.97	0.00	7,774.24	177,774.24	0.00	173,166.27	177,774.24
	Water Investment Fee 8487		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8488		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8489		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8490		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8491		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8492		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8493		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8494		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8495		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8496		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8497		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8498		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8499		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	Water Investment Fee 8500		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,494,046.20	4,133,865.68
	TOTAL CAPITAL RESERVE FUNDS		4,217,191.40	(446,920.58)	0.00	0.00	0.00	3,770,270.82	96,973.59	(9,215.54)	363,614.85	4,133,865.68	0.00	4,745,874.19	4,133,865.68
	TOTAL ALL FUNDS		20,434,651.73	5,106,317.53	686,701.08	6,626,604.73	20,710,075.04	488,627.24	(601,406.89)	343,999.11	21,054,074.82	0.00	23,722,587.37	24,334,716.04	24,334,716.04

ORDINANCES

Ordinances passed in FY2019:

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking.

Amending the Code of Ordinances, Title I, General Code; Chapter 5, Public Works, Article 5-1, Highways and Sidewalks; and Title I, General Code; Chapter I, Government Organization; Article 1-5, Fees, Fines and Penalties, Schedule I.

Amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic; Article 17-4, Operation of Motor Vehicles; Section 17-4-17, Alteration of Speed Limits, Rockingham Street.

Amending the Code of Ordinances, Title V, Administrative Code; Chapter 31, Purchasing and Contract Procedure, Article 31-1, Purchasing Procedures.

Amending the Code of Ordinances, Title V, Administrative Code; Chapter 34, Personnel Rules and Regulations, Article 34-5, Recruitment.

Amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking.

Amending the Code of Ordinances, Title I, General Code; Chapter I, Government Organization.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking.

Amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-2, Zoning Districts and Allowable Uses, Section 28-2-3, The Zoning Map and Article 28-4, Development Design Standards, Section 28-4-5, Development of Attached and Multifamily Dwellings.

Amending the Code of Ordinances, Title III, Building and Housing Codes; Chapter 26, Building Regulations, Article 26-18, Life Safety Code.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic, Article 17-7, Rights and Duties of Pedestrians.

Amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index.

Amending the Code of Ordinances, Title III, Building and Housing Codes; Chapter 26, Building Regulations, and Title IV, Zoning Code, Chapter 28, Zoning Ordinance.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic, Article 17-6, Miscellaneous Rules, Operation of Motor Vehicles; Section 17-6-7, Truck Routes in the City of Concord.

Amending the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties.

Amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Appendix A, Application Fees for the Zoning Board of Adjustment (ZBA).

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-6, Parking Prohibited at All Times in Designated Places, Schedule I.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-7.1, Parking Prohibited During Certain Hours and Months in Designated Places, Schedule IX.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic, Article 17-4, Operation of Motor Vehicles, Section 17-4-3, One-Way Streets, Schedule VI.

Amending the Code of Ordinances, Title IV, Zoning Code: Chapter 28, Zoning Ordinance, Article 28-2, Zoning Districts and Allowable Uses, Section 28-2-3, The Zoning Map, Village Street.

Amending the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map, 15 Frost Road.

Amending the Code of Ordinances, Title I, General Code; Chapter 9, Water, Article 9-6, Sewers and Drains.

Amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index.

Amending the Code of Ordinances, Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index.

Amending the Code of Ordinances, Title I, General Code; Chapter I, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters and Schedule X.

Amending the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking and Schedule XXI.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non-Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4,071 Votes Mayor-Aldermen 1,335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2,974 Votes Mayor-Aldermen 2,979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3,449 Votes Mayor-Aldermen 2,737 Votes

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